

# Sales Management

JUNE 1924

*For the President*

Is the Farmer a Martyr—or a Pirate?

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*For the Advertising Agent*

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*For the Advertising Manager*

A Booklet That Doubled Returns From an Advertising Campaign

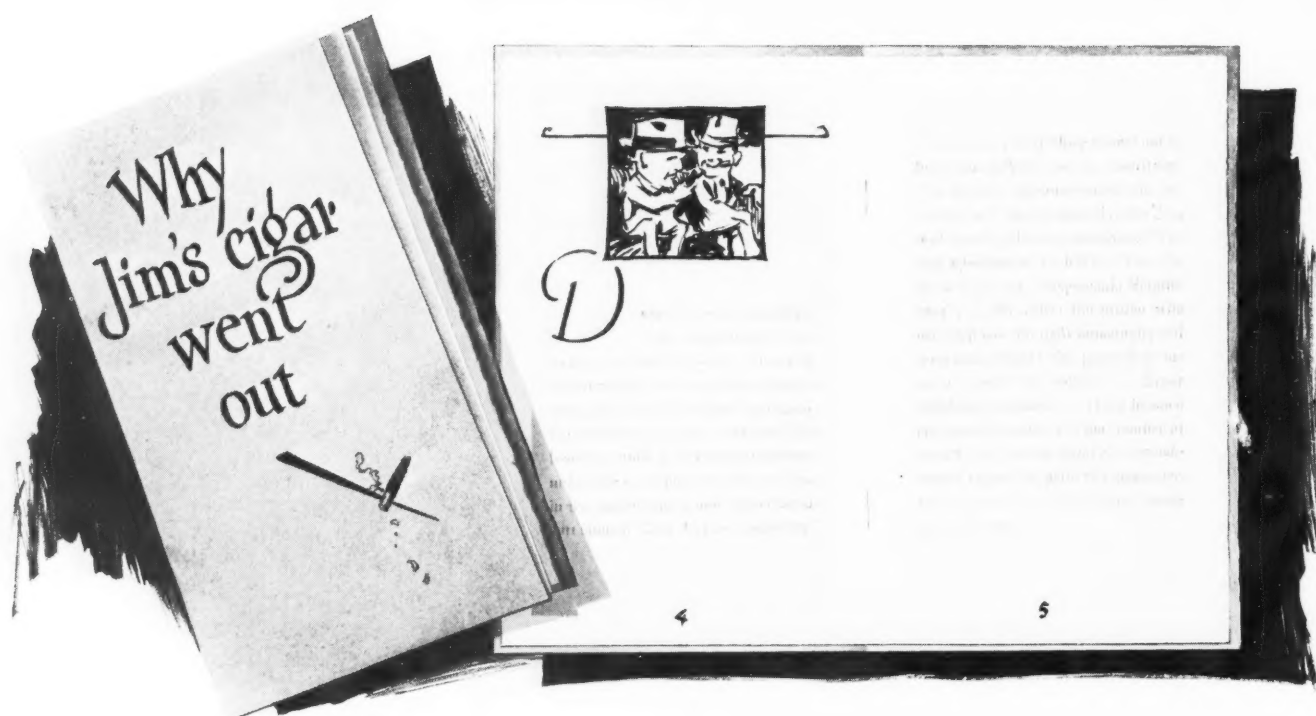
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IN TWO PARTS — PART ONE



INDIANA NUMBER

TWENTY-FIVE CENTS THE COPY



## Why Did Jim's Cigar Go Out? —send for this book and find out

JIM'S cigar went out because he forgot about it. He was wrestling with a knotty sales problem. One that was bothering him and his brother salesman. One that meant sales losses for himself and the company. Yet he couldn't put his finger on the leak.

As it turned out, he couldn't have discovered it—it was outside the scope of his experience. But his friend knew—and told him. And Jim took the next train back to the factory.

Every sales manager and every salesman—every executive who is interested in the selling end of his business—can read this book to advantage. It brings out an angle that sales managers don't always get—and salesmen almost never. And they miss a point in sales co-operation that would mean increased sales for their companies.

*Send for a copy now. It's easy reading—it's FREE  
—and it gives a new view on an old problem*

### THE HEINN COMPANY

*Originators of the Loose-Leaf System of Cataloging*

349 Florida Street Milwaukee, Wis.

# HEINN BINDERS

*~ day ~ by ~ day catalogs  
that last year ~ after ~ year*





# A Problem In Big Figures



**M**ULTIPLY by one million the amount spent by one average family in a year for foodstuffs, footwear, jewelry, clothing, automobiles, house-furnishings, books, etc. This will give you a *conservative* estimate of what the SUNDAY CHICAGO HERALD AND EXAMINER reader audience spends each year in its business of living.

**N**ATIONAL Advertisers who have been introduced to this audience through its preferred newspaper have found that it is composed of good people who live comfortably in good homes . . . and they agree that these readers are very desirable people to know.

You should meet them.

CIRCULATION IS POWER . . .

*"Buy It by the Million"*



CHICAGO  
HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.

# Sales Management

## Advertising Rates

Effective July 1, 1924

One page . . . \$150  
Two Columns . . 120  
One Column . . . 75  
One-half Column . 40

65 cents per  
agate line

Cancellations or changes in orders not accepted after closing date.

Orders for preferred positions and color pages are non-cancellable.

Specific schedules for space and dates of insertion must be given.

Reservations or contracts for one year not accepted with transient orders.

Orders specifying position as a condition of contract not accepted.

The publishers reserve the right to insert previous advertisement when new copy is not furnished by date of closing.

Member of  
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SALES MANAGEMENT  
is published by  
The Dartnell Corporation

Publishers of the  
Dartnell Sales Data, Etc.

1801 Leland Avenue, CHICAGO  
19 W. 44th Street, NEW YORK

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.*

### ADVERTISING

"Cheltenham Bold" shows how easy it is to create a "stunt campaign" that looks wonderfully effective on paper, but which is so clever it attracts all the attention to itself and none to the product. Page 1071.

A. J. Lauttmann, president, Iodent Chemical Company, Detroit, tells how advertising substitutes free deals and expensive sampling campaigns in the merchandising plan for putting Iodent Tooth Paste on the market. Page 1087.

A. Bourjois & Company, distributors of Manon Lescaut toilet articles, explain how a book, "What Every Woman Does Not Know," proved to be the missing link in a national advertising campaign; how the book doubled distribution, and increased dealer interest in the full line is told by Bernard Douglas, general manager of the company. Page 1097.

James O'Shaughnessy, executive secretary, American Association of Advertising Agencies, states that advertising volume for 1924 is ahead of 1923 and that advertising agencies will invest more than \$300,000,000 in advertising for their clients in 1924. Page 1109.

### BUSINESS CONDITIONS

Readers of SALES MANAGEMENT discuss the farmer's plight, increased freight rates, and decentralized manufacturing; a frank article on the problem of bringing back the dormant buying power of the farm trade to its former high levels. Page 1059.

News of sales, activities and earnings of leading corporations and chain stores. Many industrial corporations and national chain store organizations report an increase in earnings over 1923. Page 1118.

The annual scare crow—the "summer slump"—will soon be the subject of conversation in sales circles; that it is more of a myth than a fact is shown in the figures recently compiled and commented upon in an article, "How Much Does Business Fall Off In Summer?" Page 1154.

### CATALOGS AND PRINTED MATTER

A Dartnell man explains some of the mysteries of photo-engraving; the sixth of a series of articles on printed salesmanship. Page 1106.

### CORRESPONDENCE METHODS

Overlooked opportunities in answering routine correspondence are constructively discussed in an article by Donley Lukens, who quotes a number of actual letters, and outlines methods of putting a sales slant in letters that too many correspondents answer with stereotyped phrases. Page 1069.

### DISTRIBUTION PLANS

How the individual consumer can be harnessed to help break into new markets; plans that enable sales managers to supplement the work of salesmen and prepare the field for intensive cultivation by planting a nucleus of enthusiastic customers around desired retail or wholesale outlets. Page 1112.

### DEVELOPING SALESMEN

The Autocar sales organization in Chicago is managed by four committees of salesmen who are responsible for sales promotion and development work; these committees relieve the manager of the burden of adjusting minor complaints and prodding salesmen to work harder. Page 1067.

### DEALER RELATIONS

Lee & Cady, Detroit grocery wholesalers, sell an opening bill of groceries every day; from the information gained from starting hundreds of grocers in business they have worked out plans which reduce the frightful mortality in the retail grocery business, and bring them a great volume of increased business. Page 1065.

### GRAPHIC CHARTS

A sales manager who once thought charts a sort of nuisance and child's play, tells how he learned to dig out vital sales facts from statistics when portrayed in chart form; how dangerous sales tendencies are checked when facts are made known through charts. Page 1129.

### OPERATING SALESMEN

Map and chart system shows well-known automobile accessory manufacturer need for keeping close track of salesmen's routes in order to close up big gaps in distribution and eliminate unnecessary traveling expense and wasted time. Page 1079.

### MAIL HANDLING METHODS

Equipment and methods that helped the American Mutual Liability Insurance Company reduce transit time of first class mail and advertising matter; an analysis of better methods for handling outgoing mail and distributing incoming mail. Page 1095.

### RECRUITING SALESMEN

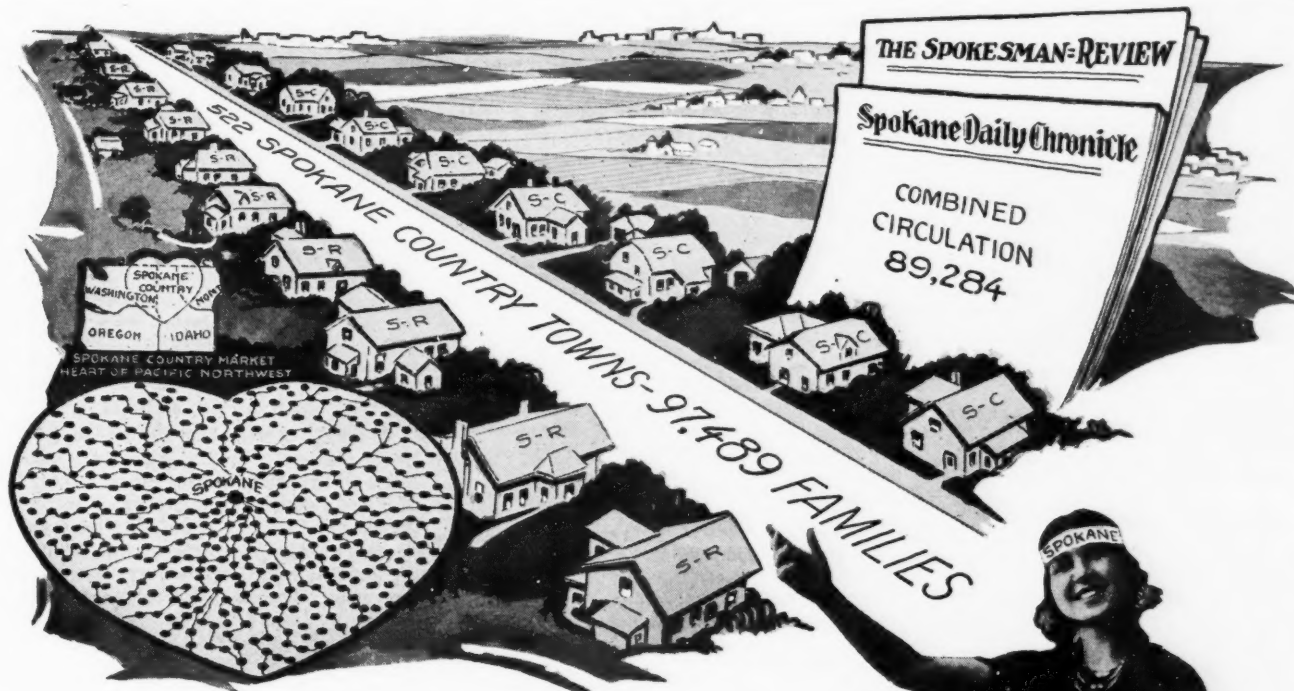
In less than ninety days The Mills Novelty Company hired and trained 150 men who have broken all previous sales records of the company. H. E. Steiner, general sales manager of the company, tells where the salesmen were found, how they were interviewed, trained and put into the field in record breaking time. Page 1075.

### SALES TACTICS

When the buyer has been talked to death by competitive salesmen it is a good time to let him sell himself from a written proposal. Page 1083.

B. J. Williams, sales director of the Paraffine Companies, Inc., tells how he swings difficult accounts by putting a human touch into the sales talk after all the usual hard-boiled sales tactics have failed. Page 1084.

The danger of over emphasis in selling and the loss of good-will that results from promising too much; specific incidents which show how salesmen make disgruntled buyers through careless statements which cannot be backed up by the merchandise or service. Page 1138.



## Get the Business on Both Sides of This Rich Spokane Country Prosperity Avenue

97,489 Families---\$400,000,000 New Wealth Annually

*You would hardly tolerate a salesman who called on only five out of ten of your good prospects. Then also, do you want your advertising messages to go into practically all homes of your consumer prospects in the highly prosperous Spokane Country Market?*



ORE and more sales and advertising executives are realizing that the urban Spokane Country Market consists, not only of the 115,000 residents of the City of Spokane, but also the 275,000 people who live in the 522 towns of this rich field. (Note in box to right partial list of important advertisers now covering both sides of the street regularly.)

The small map above shows location of Spokane and most of the 522 hustling cities and towns in which are located 97,489 prosperous families. More than 70,000 of these families reside outside of Spokane, but in the cities and towns of the field. The annual buying power of all urban homes alone in The Spokane Country approximates \$300,000,000.

Most of the 89,284 circulation of THE SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE is confined to the 97,489 homes of these cities and towns. Therefore, you will readily appreciate how completely the urban field may be covered thru this combination. Go-Getters are reaping big results here now! Most of them are going after the business on both sides of this prosperous street.

*Send for Book of Facts About the Spokane Country Market  
—and the 5 Major Markets of the Pacific Northwest.*

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

**REPRESENTATIVES**  
W. M. J. MORTON CO.  
NEW YORK - CHICAGO

M. G. MOGENSEN & CO., INC.  
SAN FRANCISCO - LOS ANGELES  
SEATTLE

**THE SPOKESMAN-REVIEW.**  
MORNING - SUNDAY - TWICE-A-WEEK

**Spokane Daily Chronicle**  
EVENING - WEEKLY

COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE

**DOMINANT FARM MAGAZINES**  
THE WASHINGTON FARMER  
THE IDAHO FARMER  
THE OREGON FARMER

### A Few of Many Important National Advertisers Who Use Both Papers Consistently

Amaizo Oil	Hills Bros. Coffee
Armstrong's Linoleums	Horlick's
Arrow Collars	Kellogg's Products
Bluhill Cheese	K. C. Baking Powder
Brunswick Phonographs	M. J. B. Coffee
Calumet Baking Powder	Pabco Products
"Check Seal" Electrical Products	Portland Cement
Columbia Records	Red Crown Gasoline
Diamond Dyes	Royal Baking Powder
Energine	Shredded Wheat
Golden West Coffee	Snowdrift
Heinz 57 Varieties	Weaver Aluminum
Hardeman Hats	Wesson Oil
	Wrigley's Gum
.....	
Blue Jay	Kotex
Bleachodent	Mulsified Coconut Oil
Bayer's Aspirin	Pepsodent
Colgate's	Pinkham's
Cuticura	Sloan's Liniment
Edna Wallace Hopper	Squibb's
Ed Pinauds	Scott's Emulsion
Freezone	Tiz
Hair Groom	Tanlac
Kolor-Bak	





## Are Your Salesmen "Going Strong" at 5 P. M.?

Do they start "plugging," full of "pep" and enthusiasm, at nine A. M. and keep it up all day—or do they "wilt" early in the afternoon?

Do they keep their bodies "fit" and their minds alert by eating properly and keeping regular hours—or are they "half-licked" by indigestion and lack of sleep when they should be "up on their toes" mentally and physically?

Successful salesmanship is as much a matter of good health as anything else. It stands to reason that the man in tip-top physical condition will make more calls, talk more convincingly, and sell more goods than the man whose health is under par.

## The New Dartnell Manual What A Salesman Should Know About His Health

By Wm. S. Sadler, M. D.

is not a dry medical book. It is written in every-day salesman's language by a man who was once a successful salesman himself, and is chuck full of good sound advice expressed in a humorous "man-to-man" fashion that gets under a salesman's skin.

The chapter on the foods a salesman should eat is alone worth more than the price of the book to any man who travels—and the suggestions for eating simpler dishes will reduce a man's expenses to a more than worth while extent.

No "fads" or "isms"! Just plain talk on a subject of vital interest to you and to your salesmen. No man can read this book without being a better man—physically, mentally, and financially!

PRICE ON APPROVAL: \$1.10 IN BOARD;  
\$1.60 IN LEATHERETTE

The Dartnell Corporation  
Publishers  
1801 Leland Ave., CHICAGO

## This Issue at a Glance—Continued

The buyer who sees merchandise coming into his place of business in cases, bales and grosses, sees it go out one item at a time; naturally a slight lull in business causes him to get panic stricken, and shut down on buying; how salesmen are overcoming this condition and selling the buyer who thinks he is overstocked to the danger point. Page 1063.

### SALES CORRESPONDENCE

The second of a series of articles on customer relations, by Charles R. Wiers, vice-president of the DeLong Hook & Eye Company. In this article Mr. Wiers points out methods of handling the "turn-down" letter and making friends even though it is necessary to refuse the customer's request. Page 1061.

### SELECTING SALESMEN

The second of David H. Colcord's daring articles on the activities of pseudo character analysts and phrenologists who purport to be able to select successful salesmen by "bump feeling" and other methods which recognized psychologists condemn as fraudulent. Page 1091.

### TRAINING SALESMEN

Policies of the late Frank H. Letts in training salesmen to collect past due accounts from customers. Page 1100.

### WHERE TO DRIVE FOR SALES

A report of business conditions prevailing in the Indianapolis and Indiana markets. Conditions that indicate prosperous business in Indianapolis and Indiana for the balance of this year, and facts about cultivating this market. Page 1145.

### WASHINGTON NEWS

Congress again considering the bill to force packers to place their own name on private brand products; government takes steps to investigate "point of saturation" in various industries; Real Silk Hosiery Mills to put up vigorous fight against charges of Federal Trade Commission; post office department suggests plans for spreading increase postal rates over various divisions of the mail service.

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SALES MANAGEMENT FOR JUNE, 1924

Outdoor advertising's steady progress  
has earned the approbation of every  
true lover of art . . . . .

## RECOGNITION



*Poster  
Advertising  
Painted  
Displays*



### OUTDOOR ADVERTISING AGENCY

OF AMERICA, INCORPORATED

*Successors to Ivan B. Nordhem Company*

8 WEST 40th STREET  
NEW YORK

CHICAGO . PITTSBURGH . SAN FRANCISCO



Street car and bus operating companies spend \$402,000,000 this year for equipment and supplies

## 336,000 times around the world last year

**I**N the United States today there are 105,046 trolley cars and 46,300 motor buses. These two great fleets of carriers comprise the "short haul" transportation field.

Last year, the trolley cars (operating over 47,283 miles of track) covered a total of approximately 6,000,000,000 miles; and the motor buses (operating over 160,000 miles of highway) covered a total of about 2,400,000,000 miles.

The combined total mileage covered by both was 336,000 times the circumference of the earth.

### *The buying units*

The bus operating companies comprise what may be called a *one-dimension* market. They buy buses, bus parts, bus accessories and supplies.

The electric railway companies comprise a *two-dimension* market. These companies buy electric railway plant equipment and maintenance materials. They also buy buses,

bus parts, bus accessories and supplies. Already 121 electric railway companies operate 1,200 buses as feeders to their lines.

### *Their buying power*

Due to fare adjustment the buying power of the six-billion-dollar electric railway industry is back to normal.

This year the electric railways will spend \$262,000,000. About \$150,000,000 of this amount goes for improvements and expansion. The remaining \$112,000,000 goes for current maintenance materials.

This year, also, the bus industry will spend \$140,000,000. Of this amount \$40,000,000 goes for new buses, \$65,000,000 for repair and labor costs, and \$35,000,000 for fuel and lubricants.

### *Direct-line selling*

The more-than-6,000 readers of *Electric Railway Journal* are the men who dominate the policies and

purchases for 99 per cent of the entire electric railway mileage in this country.

The 6,800 bus owners, bus operators, body builders and bus and accessory manufacturers who read *Bus Transportation* control the bulk of the bus industry's buying power.

Advertisements in these two publications are *direct-line* salesmen. They are the strongest printed salesmen you can send into the \$402,000,000 "short-haul" transportation market.

•

Each one of the fifteen McGraw-Hill Publications is the working tool and buying guide of the executive who buys in the field it serves.

These fields and the publications which serve them are—

*Electrical:* *Electrical World*, *Electrical Merchandising*, *Electrical Retailing*, *Journal of Electricity*.

*Construction and Civil Engineering:* *Engineering News-Record*.

*Mining:* *Engineering & Mining Journal-Press*, *Coal Age*.

*Transportation:* *Electric Railway Journal*, *Bus Transportation*.

*Industrial:* *Power*, *Industrial Engineer*, *American Machinist*, *American Machinist (European Edition)*, *Chemical & Metallurgical Engineering*.

*Export:* *Ingenieria Internacional*.

## ELECTRIC RAILWAY JOURNAL • BUS TRANSPORTATION

McGraw-Hill Publications : Tenth Avenue at 36th Street, New York



**Subscription Rates:** Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

**Bound Volume:** No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains 1,164 pages and is bound in heavy buckram, lettered in gold.

**Renewals:** Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

**News Stand Copies:** This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

**Advertising Rates:** Full page advertisement, opposite reading, run of paper, \$125 single insertion. Two columns, \$100 single insertion. One column, \$60 single insertion. Half column, \$35 single insertion. Fifty cents per agate line.

**Closing Dates:** First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Audit Bureau of Circulations  
Associated Business Papers, Inc.

Published Monthly by

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#### PUBLICATION OFFICES:

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Telephones, Ravenswood 0365, 0366 and 0367

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27 Wellington Street, E.

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497 Collins Street

# Sales Management

Published Monthly for Those Who Market  
Through National Sales Organizations

VOLUME SIX

Established 1918 by The Dartnell Corporation

NUMBER NINE

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Edited by John Cameron Aspley



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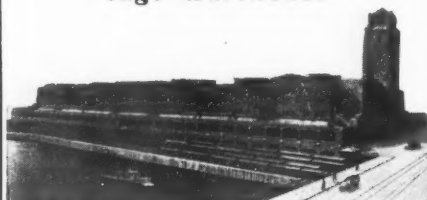
A. R. HAHN  
DESK EDITOR

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Copyrighted 1924 by The Dartnell Corporation. Printed by The Dartnell Press



## Forward-Looking Sales Managers

*Make this great  
plant their Chi-  
cago warehouse*



*Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?*

*Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?*

*Do you know that many distributors whose factories are at a distance are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?*

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

## Western Warehousing Company

331 West Polk Street, Chicago

*"At the Edge of the Loop"*

WILSON V. LITTLE, Superintendent

## Personal Items



JAMES HOLBROOK, formerly assistant sales manager for the Associated Oil Company, San Francisco, has been made advertising manager of the Paraffine Companies, Inc., San Francisco, makers of Pabco products. Mr. Holbrook joined the Associated Oil Company as a salesman, was later made district manager, and subsequently placed in charge of the company's advertising and sales promotion.

C. H. BURLINGAME, formerly vice-president of Mason Warner Company, Chicago advertising agency, has been made general sales manager of the Foulds Milling Company, Chicago, manufacturers of Foulds macaroni products. Mr. Burlingame was previously connected with The Butterick Publishing Company, The Morton Salt Company and the Great Western Cereal Co.

CHARLES E. PERCY has established a sales and advertising counsel service in Cleveland, and will continue to serve the Joseph & Feiss Company as counsellor. Mr. Percy will also serve The Fairchild Publications of New York in a like capacity.

ROGER BIRDSSELL, formerly connected with the Bureau of Standards, Washington, D. C., is now sales engineer for the Racine Radiator Company, Racine, Wisconsin, manufacturers of Perfex radiators and cooling systems.

W. L. DAY, president and general manager of the General Motors Truck Company, announces that OTTO E. STOLL, for several years vice-president of the company in charge of the New York branch and eastern territory, has been called to the home office at Pontiac. Mr. Stoll will assume the duties of general manager with Mr. Day, the head of the organization as president. Mr. Day is a vice-president and director of the General Motors Corporation.

GERALD B. WADSWORTH, formerly account executive with M. P. Gould Company and H. K. McCann Company, and associated with Frank Seaman, Inc., all New York advertising agencies, has joined The Dave Bloch Co., Inc., New York advertising agency as merchandising counsellor.

R. MARTELL has been made sales manager of the Gray Motor Company, succeeding W. M. PURVES, resigned. Mr. Martell was a member of the original Gray organization.

PATRICK E. CROWLEY, at one time a telegraph messenger, has been elected to the presidency of the New York Central Lines to succeed A. H. SMITH who recently passed away suddenly. RAYMOND S. STARBUCK was appointed to succeed Mr. Crowley as operating vice-president of the New York Central.

C. K. WOODBRIDGE, vice-president-in-charge of the Sales Executives' division of the American Management Association, New York City, will head a delegation of sales executives who will attend the Sales Managers' Conference at the Convention of the Associated Advertising Clubs of the World in London, in July.

E. R. PREBLE, formerly account executive of The Powers-House Company, Cleveland, advertising agents, is now in charge of sales and advertising for The Pennzoil Company, Oil City, Pa.

SAMUEL DUBLIRER has just assumed the duties of sales manager for L. J. and C. D. Jaffee, manufacturers of juvenile boys' and students' clothing. Mr. Dublirer was formerly sales and advertising manager for Cohen & Lang, Bauman Clothing Corporation, and more recently was sales manager for Peggy Paige, New York City.

M. J. Brandenstein & Company, tea and coffee merchants of San Francisco, have secured the services of LESTER J. CALENDER who will be connected with their sales promotion department. Mr. Calender organized and conducted for several years the domestic trade bureau of the San Francisco Chamber of Commerce.

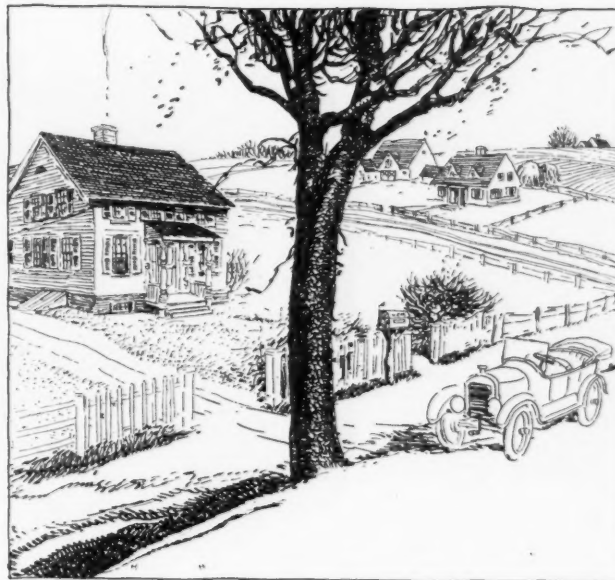
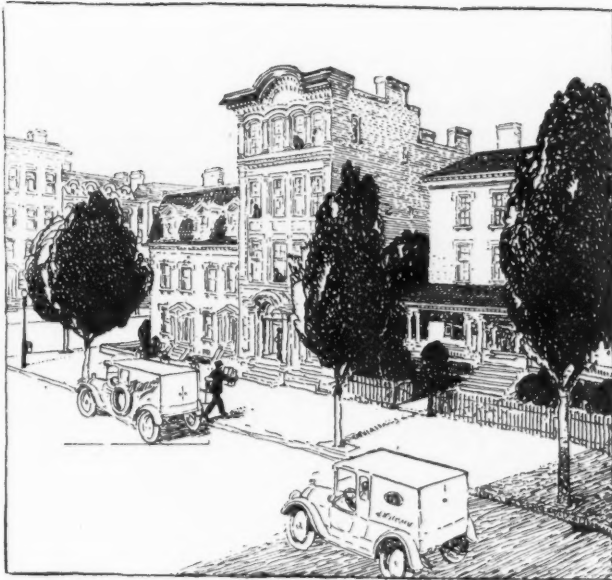
FRED A. MUELLER, formerly district manager for the Congoleum Company in Chicago, has been made district manager for the company in New York City.

J. B. KLECKNEY, formerly retail sales manager for the Hunt Motor Company, New York City, has transferred his activities to the Studebaker Corporation, and is now assistant retail sales manager, in charge of the Brooklyn Division.

The Star Motor Company of California, San Francisco, announces the advancement of E. T. TULLER from assistant sales manager to sales manager, succeeding Forrest Arnold, who resigned to become a dealer. CHARLES R. BEEBE, in charge of the sales promotion department, also resigned to become head of the advertising department of the Associated Oil Company, San Francisco.

F. L. NEAL has joined the Hoefters Centennial Chocolates, Inc., San Francisco, California, in charge of sales.

GEORGE M. WILLIAMS has been elected president of Nordyke & Marmon, Indianapolis, succeeding WALTER C. MARMON, who becomes chairman of the board. Mr. Williams has just resigned as president of the Wire Wheel Corporation of America, Buffalo, to accept the new office.



## Environment Affects The Sales of Your Product

**S**TANDARDS of living are higher in the 663 Key Trading Centers than in smaller towns.

Families in a Trading Center neighborhood—like the one shown at the left—live in surroundings which constantly stimulate them to buy things—necessities, comforts, luxuries.

They want to buy because it's so easy for them to buy—the Trading Center is full of well-stocked, up-to-date stores.

Not so in the type of place pictured at the right—a rural neighborhood. The buying stimulant is lacking here. A family's needs are much simpler. People aren't so particular about the niceties of living, because there isn't so much temptation to spend money, nor, very often, is there so much money to spend. In addition you will find mighty few well-stocked stores.

Surely your most prospective market lies in the 663 Centers of Trade, where over 70

per cent of all the retail buying in the country is done. These Centers were selected

because of certain economic factors, such as banking facilities, volume of business, number of retail outlets, etc.

Cosmopolitan is sold like any advertised branded product—through jobber—wholesaler—dealer—and over the counter to the consumer. This Trading Center Market is Cosmopolitan's Market, where 72.8 per cent of its total circulation of one million

one hundred thousand is concentrated. Cosmopolitan's circulation in this way parallels the major markets of the United States, and Cosmopolitan is therefore a primary medium for advertising wherever cost of distribution is a consideration.

### *The National Urban Market First*

*This is the title of a booklet which outlines the 663 Key Trading Center principle. We will be glad to send you a copy if you will write us.*

A. C. G. HAMMESFAHR  
Business Manager

# Cosmopolitan

New York





" . . . and send this coupon to Library Bureau"

## Selling three thousand products in every advertisement

SOME people knew Library Bureau as a manufacturer of filing cabinets. Some knew Library Bureau as a maker of filing supplies—some as a creator of filing systems.

But—few knew that Library Bureau manufactured over three thousand products for every business and every profession in the country. Few knew about the many unique services Library Bureau offers modern business.

In a Richards survey of the Library Bureau market we talked with Presidents—Office Managers—Purchasing Agents—File Operators. We analyzed buying motives. We studied the reasons for their buying habits. We learned their constant needs.

Then we made our advertising recommendations.

It wasn't "institutional advertising" in the ordinary sense—but it sold the insti-

tution. It wasn't department store advertising—but it helped to sell three thousand products. A well designed coupon not only inspired action but advertised the Six Big Divisions of Library Bureau service.

**THE RESULTS?** A Branch Manager writes: "The advertising has placed us before the public as never before in a broad way."

A Department Head writes: "The advertising has made it easier for the salesmen to get interviews and easier for them to close business."

And in the words of a salesman: "The advertising has given me an entrée and has given my prospects a new idea of our national scope."

For the executive who is anxious to know how "Facts first" may be applied to his own business, we have prepared a book called "Business Research, the Foundation of Modern Marketing." Will you write for a copy on your business stationery? Joseph Richards Company, Inc., 247 Park Avenue, New York City.

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**RICHARDS** *"Facts first—then Advertising"* TRADE MARK REG.

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# Sales Management

A Dartnell  Publication

Volume Six

Chicago, June, 1924

Number Nine

## Is the Farmer a Martyr— or a Pirate?

*Back of the farmer's plight is the greatest curse of American business—high distribution costs. Business men must solve this problem or it will be solved for them by radical legislators. "Sales Management" columns are now thrown open as a public forum; several readers have expressed themselves in this issue. What is your opinion?*

THE farmer today is the most talked about man in the country. To some he is a professional beggar, with plenty of money in the savings bank but who goes around with a tin cup begging for alms; to others he is a greater martyr than Abraham Lincoln. Congress and state legislatures have done many things for him (some say to him), and yet the cry for help grows more piercing. Right now Washington is being urged to pass the McNary-Haugen bill which seems to be designed to circumvent the old law of supply and demand by establishing price control by government edict.

One can't blame the farmers for asking for all the help they can get. Doubtless they have seen how successful the railroads were in securing guaranteed earnings through the Esch-Cummins law. They too would like guaranteed earnings—some artificial relief easier to take than such fundamental remedies as more diversified farming (especially in the one-crop states), controlled production, a more equitable tariff, or the puncturing of the land-speculation balloon.

Yet selfish interest, if no other, compels us to sympathize with the farmer. Farm prosperity is necessary to national prosperity. More than half of our people live on farms or are directly dependent on them. And anyone who goes to a farming

community and talks with farmers or small-town bankers and merchants cannot escape without being convinced that something is wrong. The Federal Reserve Bank is authority for the statement that in the Mississippi Valley states, usually very prosperous, more than ten per cent of the farms have been foreclosed in the last two years; and that another fifteen per cent of the farmers are actually insolvent, but that the bankers or other mortgage holders are "playing along," not wanting to become farmers themselves, and hoping that the farmers will be able to meet their obligations.

### "The Deserted Village"

Two weeks ago a member of the Dartnell staff spent a week-end in Evansville, Wisconsin, a town of 2,500, and the center of a very good farming region. Wisconsin is not a one-crop state. The farmers have always gone in strong for diversification. Rock County, of which Evansville is a part, is one of the best dairying sections of the state, and the farmers also raise many cattle, hogs, and sheep for the market. The principal crops are corn, oats, barley, tobacco, and forage crops. Very little wheat is raised, and it is doubtful if there is a single one-crop farmer (that is, who works ten or more acres) in the section.

Yet within a mile and a half radius from the center of Evansville there are seven farms, averaging 129 acres each, with rich land, and improved farm buildings, that are abandoned this spring. The owners are disgusted. Last year they had a good yield—bushels were plentiful but prices so low that they could not make a profit. One of the local bankers said he had eleven farm mortgages (which he hadn't been able to sell!) and that he really ought to foreclose on half a dozen, but that he wouldn't for a while because he had no desire to become a farmer himself. Price of farm land had shot up following the war and farmers were unable to show dividends on the inflated investments. There is a department store in Evansville which is one of the best and largest in the state, outside of Milwaukee. Early in May the owners found that their inventories were too high and decided on a special sale at which they would dispose of many things at less than wholesale cost. They "played it up" big, using large space in the local paper and sending men out in automobiles to distribute circulars at the farm homes. But the sale was a failure. One of the officers told the Dartnell man that they didn't get any more people into the store than on ordinary days. The conclusion to be drawn from this is not that all the farmers are broke. It only means that they are cautious and that they

are trying "hunger strike" methods to discipline the railroads and the "interests" whom they blame for their present plight.

Prices, as Herbert Quick points out in a book which is reviewed in the "Half an' Half" department, are against the farmer. Measured by pre-war prices he is paying 154 for the things he buys and receiving 75 for the things he sells. He blames taxes, the tariff, and a host of other things. It is indeed true that the individual farmer is less able to dictate than the average manufacturer. Take the maker of a well-advertised specialty. If high taxes are imposed he can, up to a certain point at least, add those taxes to his selling price. The farmer can't. He has to take what is offered—and of course he is offered as little as he will take. Sometimes he tries to hold back his crops, but only seldom does this work satisfactorily for him. The average farmer isn't organized, financially or otherwise, to do this. In combination it isn't impossible, and one of the objects of many co-operatives is to control production and delivery of crops.

#### The Cost of Transportation

Two weeks ago one of our readers sent us an editorial clipped from the "Wisconsin State Journal," of Madison, and asked if this wasn't a subject that every "Sales Management" reader ought to think about. We think it is. Here is the editorial:

##### OVERLOADED

We heard of a farmer the other day who shipped a calf to market, and in return for his animal got a bill for the excess cost of transportation and marketing over what the calf brought when sold. It cost that farmer, if the tale be true, not only his time and feed and investment to bring the calf to the market, but an actual cash addition out of his pocket. And he got nothing at all.

One wonders, when such stories come to light, whether the boasted efficiency of our famous meat packing industry—"it uses everything but the squeal"—has not perhaps overreached itself. It is true that the centralization of the packing industry has made the meat supply steadier and more available, that it has improved manufacturing methods, and has brought about highly desirable sanitation; that it has prevented waste, and probably that it has expanded the farmers' market. But there can be no question that it has also added to meat costs a very large burden of transportation expense. Is not some, at least, of this a needless burden on the consumer and producer alike?

Grant that a local packing plant, supplying only the needs of its own community and drawing its supply only from the farms of that community, could not be operated so

cheaply, nor with such thorough elimination of waste as the huge plant in Chicago. Nevertheless it would have in its favor elimination of the very considerable item of freight charges into Chicago of the stock on the hoof, and of shipping the finished product back to the consumer. The farmer who can take his calf to a nearby town in his wagon and sell it gets at least something out of it, if there is any market at all. The price may be less than the Chicago price—but he puts the transportation charge in his pocket.

Centralization undoubtedly promotes efficiency—to a certain point. But there is such a thing as too much of it.

The "State Journal" usually is conservative in its opinions on economic matters: it runs in opposition to Madison's *La Follette* daily, the "Capital Times." Because it doesn't bear even the slightest "red" tint, the conclusion about decentralization is even more startling. Other conservatively minded men agree with this editorial writer. Dr. Albert Shaw, the mature and experienced editor of the "Review of Reviews," is certainly not a radical, and yet the writer heard him predict one day this spring that unless cheaper transportation could be secured, the outstanding economic development of the next decade would be along the lines of decentralization of basic industries. He mentioned the Kansas farmer who sold his wheat at the local elevator; the wheat was shipped to the Twin Cities, made into flour, and eventually found its way back to a retail store in the Kansas town, where it was purchased by the farmer who raised the wheat. He paid transportation charges both ways, the milling charge and profit, and the distributor's profit.

#### Wanted: Cheaper Distribution

Whether or not the "State Journal" story about the farmer and his calf is true—is really immaterial. We all know that such a happening as this would be exceptional, so perhaps the story is a fable. Anyway, it is the underlying fact which is important: that the average farmer is not making enough money to buy products in the quantities which manufacturers would like to sell to him. And furthermore, that he has a deep-seated conviction that his crops ought to bring him more manufactured goods than they are bringing now, and that it is up to manufacturers to find ways of distributing more cheaply.

Senator Arthur Capper is authority for the statement that last year

the American farmer produced natural products for which he received \$7,500,000,000, and that the ultimate consumer paid \$22,500,000,000, and that "this is unjust not alone to the farmer but to the consumer."

Radical economists, some labor leaders and many members of the great group which thinks that the world owes them a living, think the high prices that still prevail in many lines are caused by greed on the part of manufacturers and distributors. They blame the packers and the millers; they think of the corner grocer or butcher as an avaricious rascal.

#### What Is the Solution?

On the other hand, business men who have realized the trend of the times and tried to think ahead to conditions as they may be a few years from now, seem to think that the trouble is one of inefficiency in distribution methods. Perhaps, they say, there are too many retailers, too many salesmen fighting for one order, too many shipments going l.c.l. instead of in carload lots. A mid-western furnace manufacturer made a radical change in sales policy recently. He had very efficient manufacturing facilities, and could produce more cheaply than Pennsylvania manufacturers—but after years of experience he decided to leave the Pennsylvania field to the manufacturers of the East because his savings in production were more than offset by their savings in transportation. More and better warehousing facilities may be another partial solution. H. F. French, a traffic specialist, said in the August, 1923, issue of "Sales Management":

"On gas automatic heaters from an Indiana point, the manufacturer claimed freight rates were too high for him to do business beyond a 300 or 400 mile radius. In selling to Salina, Kansas, for instance, the l.c.l. rate would be \$2.42 per 100 pounds and the time in transit would be about one week with the attendant possibilities of claim, whereas a carload could be shipped to Kansas City warehouse for 65½ cents and from there l.c.l. to Salina for 85 cents. This would result in a rate from point of origin to destination of 1.50½ or a saving of 91½ cents. It would put the stock within twenty-four hours of Salina, eliminate the attendant claim hazards proportionately, and allow 91½ cents gross saving. . . . This commodity could be very easily warehoused at Kansas City with all charges paid, including interest on investment, handling, storage, etc., for sixty days at a maximum cost of 50 cents, or a net saving of 41½ cents per 100 pounds."

(Continued on page 1124)



# Turn-Downs As Salesmen

Even When You Must Say "No" the Right Sort of a Letter Will Make a Friend for the House

By Charles R. Wiers

Vice-President, DeLong Hook and Eye Company, Philadelphia

*The Second Article of a Series on Customer Relations*

IT was said of President McKinley that he could turn a man down and leave him feeling better than though he had secured the job. All honor to the lamented McKinley.

Comparatively few business men realize the seriousness of a turn-down. The greater number seem to entertain the mistaken belief that a blunt "no" represents the just deserts of a man who cannot be given what he is after. Well, sometimes it is enough, but usually more can be accomplished by attaching a little polish and a reason to a refusal to do this or that.

Take for example the man who approaches the boss enthusiastically with the request that he be permitted to see a ball game. Will a simple "no," hurriedly and bluntly expressed, please and satisfy him? Or does he deserve a "no" couched in pleasant terms and accompanied with a reason that will enable him to appreciate the humanity of his boss and his personal responsibility towards his job?

Think it over and try to see how often we are to blame for the revengeful attitude of at least some of our helpers.

Among the customers who usually deserve to be turned down and who require the fullest application of tact and skill are those who are repeatedly begging for allowances on goods that are not up to sample, are

damaged, or are wrong in a hundred other ways. Women in particular are quite skillful in going after allowances. They can easily exaggerate with such consummate skill as to cause almost anyone to give away the whole institution be-

soiled in transit and could be quickly cleaned at a small expense.

No doubt there are times when an allowance is justified by the facts, but as a rule, it is a mighty bad thing to make, unless you know for a certainty that the amount allowed will be expended in such a way as to make the article entirely satisfactory.

An allowance made under other conditions for the sake of pacifying a customer with a bit of extra change, will do no permanent good. A rug with a hole in it will not be improved by an allowance, unless the hole can be so well repaired as to leave little if any evidence of it. A chair with the leather torn and beyond repair cannot be made permanently satisfactory by sending back a part of the purchase price. The average person who gets an allowance because that seems to be the easiest way of cleaning up a difficulty will become more and more dissatisfied with the object of his purchase as the days roll on, and will often ask for a complete exchange or some other kind of an adjustment months

after the sale has been made.

The next individual we may appropriately consider is the one who has been a customer for a long time and now wants a gift of money to help along a certain project in which he has a personal interest.

It's easy to understand the why and wherefore of a request from



"WHEN you feel that you are in sympathy with the other man, take plenty of time in telling him what you will or will not do. You cannot afford to rush things and take the chances of antagonizing a good customer who is mighty serious as regards the justice and the importance of his appeal. You cannot afford to return a quick or flippant answer just because your way of thinking prompts you to classify the request before you as unfair or senseless. The only kind of an answer that will do full justice to a begging appeal is the one that shows in a thorough way how impossible it would be to give everybody a square deal by treating the customer on the avenue differently from the one on the alley."

Charles R. Wiers, whose career includes many years as a correspondent, has some valuable suggestions to make in this article on how to say "no" to a customer's complaint and still keep his good-will and his business.

fore he has had time to compute the cost.

I recall a couch complaint, which stated that the couch was a wreck, when only a small part of one leg was slightly damaged. I recall still another about a rug that was absolutely ruined when nothing but a small part of one side had been

such a person. He believes that the business he has given a firm throughout a period entitles him to something special in return. He thinks only of himself and forgets that a gift to him would soon be noised about, thereby causing others equally deserving to apply for some sort of a gratuity to help them along. You must get his viewpoint before you make any attempt to answer him, favorably or otherwise.

And when you feel that you are in sympathy with the other man, take plenty of time in telling him what you will or will not do. You cannot afford to rush things and take the chances of antagonizing a good customer who is mighty serious as regards the justice and the importance of his appeal. You cannot afford to return a quick or a flippant answer just because your way of thinking prompts you to classify the request before you as unfair or senseless. The only kind of an answer that will do full justice to a begging appeal is the one that shows in a thorough way how impossible it would be to give everybody a square deal by treating the customer on the avenue differently from the one on the alley.

#### **Selling Your Decision**

The things that are small to us are often big to the other fellow. You can never do much of a job in the way of handling a customer successfully if you always try to operate in your own little world. The wise man is the one who roams around in other worlds for the purpose of understanding those who are sure to ask for help and upon whom he is dependent. The nature and extent of the help we give others nowadays determines our measure as real salesmen.

But don't let yourself believe that you always help a customer in the best and the biggest way by giving him everything he wants. Some men have the mistaken idea that unless they give in quickly and generously to what is more or less of a threat, they will be removed from the calling list of certain people with what may be termed a wicked eraser.

The other day I saw a letter from a large western bank with assets of \$2,200,000, which took the unethical stand that a deduction of cash discount should be allowed, even though the payment of their bill had

been made forty-five days beyond the due date.

And to make matters worse, they concluded their letter with a tactful paragraph to the effect that future business depended upon the way their demand was treated.

It's hard to understand why a big bank that should be a leader in everything that is big and right and gracious in business should try by any means to take advantage of another. In any event, the size of an institution making an unjust demand should not cause an adjuster who is in the right to get nervous prostration. The wise adjuster is the one who stands by his guns when somebody else tries to make him sacrifice his rights or juggle with a well understood business principle. Permanent respect invariably rewards such a procedure. That is assuredly much better than loss of respect which is the deserved reward of a man who gives in every time some bluffer hollers or sells out at the drop of the hat for a mess of pottage.

#### **Letters With the Right Spirit**

On the other hand, a good adjuster can never afford to be stubborn for the sole purpose of upholding a particular rule. Every rule, if it is to perform justly, must have some flexibility. Every adjuster with a desire to play his role in the biggest way must never fail to work with an open heart and an open mind. The thing to be done always is to marshal the facts before you reach a decision. If these show in unmistakable fashion that the customer is to be turned down, be sure to lay everything before him with the utmost detail. Aim to sell him the justice of your position with a degree of thoroughness that will enable him to see you want no more than he would if he were in your place.

Note that I emphasize the surety of your position when telling a customer that some request of his cannot be granted. Of this point you should take particular notice. Many of our troubles and disappointments in business are caused by the fact that somebody tries to shoot with poor ammunition, or before he has assembled enough of the right quality. Hasty remarks and hasty conclusions are too much in evidence, particularly among those who think they know, when, as a matter of

fact, they don't know even the first rudiment of what constitutes reason and justice in dealing with others.

Walt Mason recently gave us all some timely advice when he said: "Think twice before you mail the note in which you give your anger vent, in which you recklessly devote yourself to skinning some poor gent. For doubtless, when your anger cools, you'll kick your spine up through your hat, and say, I was the prince of fools to send a man such rot as that!"

Besides making a diligent effort to be right is the necessity of applying the right spirit. It's my observation that a goodly number of men who write letters are always searching around for some sort of a rule. They forget that letters on any subject to interest and influence must be written by real men. They also forget that a letter cannot be any better or any bigger than the man who writes it.

It therefore follows that the kind of letters we write and the quality and quantity of satisfaction we deliver depend a hundred times more on men with the right spirit and vision than on rules.

#### **The Stock Protection Problem**

A recent writer in the "Dry Goods Economist" emphasized this same thought in these words:

"The success or failure of any store lies in the spirit of the store—thoughts, ideas, principles that the owners or the managers weave into the every-day dealings of the store and instill into the minds of their employees so that they in turn breathe and speak and act the same spirit of the owner and the manager. The right spirit means success and the wrong spirit means failure."

Now let us see how the principles I have been advocating work out in actual letters. Suffice to say I claim no superiority for any of the letters used in this series of articles. The letters I shall use embody what I believe is the right thought and spirit. Whether my readers agree with them or not, the fact remains that they have brought the desired results. Almost any other man with a desire to serve and help can do much better.

The first letter was written to a man who was quite insistent that he be given stock protection because

*(Continued on page 1166)*





# When the Buyer Thinks He is "Loaded to the Guards"

Tested Sales Tactics for the Buyer who Sees Everything Going Out and Nothing Coming In

*By Harry Van Demark*

**N**OT long ago a salesman for a well known southwestern drug jobbing house got off a train in a certain Texas city for his usual call on the leading retail druggist of the place. After the usual preliminaries regarding personal health, condition of business, etc., had been gone through, the salesman broached the all-important subject of an order.

"Nothing doing," shot back the retailer. "I wouldn't buy your drugs now, nor anyone's else for that matter, if they were selling at half their usual cost. I'm loaded to the guards with drugs. I eat them for breakfast, dinner and supper, and I dream of them at night. Beat it before I call the dog!"

With the confidence born of long acquaintance, the salesman merely grinned. "It's nearly dinner time," he said, "so bring on your dog and I'll eat him while you're eating drugs. I've been eating hotel stuff in this territory for nearly a month, and a dog wouldn't go bad for a change."

"Well, all jokes aside," replied the merchant, "I can't give you an order now. Maybe things will improve after a while and I'll send you one

by mail. I'm so overstocked now that I won't see daylight for weeks, even with good business."

The salesman came back again: "Well, I've got to make some kind of a report to the home office. Let's see your stock book for a minute. If you don't mind I'll jot down some of the items on which you are loaded, just to show the house that I've been on the job."

"That wouldn't do any good, for I haven't checked things up for some time. To tell you the truth, business has been so poor, I haven't had the heart to find out how badly I've been tied up."

## The Salesman Checks Up

"But," protested the salesman, "if you haven't kept our stock record up, how do you know you're so badly overstocked?"

"How do I know? Because I've seen the stuff come in in waves and go out in dribbles."

Then the salesman got down to business. "The best dinner in this town is waiting for you at my expense," he said, "if you are really as badly loaded as you think you are. We won't eat dog and we won't eat drugs. I'll go farther and add a hat to the dinner if ten minutes' rum-

maging around your shelves doesn't prove that you ought to give me an order before I leave town."

"Go ahead," said the retailer wearily, "if you haven't anything better to do with your time."

The salesman did with the result that he proved his point. In several important patent medicine items he found the stock so badly depleted that a call or two for some of them would have meant a lost sale. It took him a good deal more than the ten minutes to discover this fact, but the retailer refused to accept the hat.

After he had given an order, which the salesman advised him to make conservative, he thanked the latter for calling his attention to the badly balanced condition of his stock.

"Guess I've been mooning too much about troubles that didn't exist," he said. Then he added, "Half a dozen other men had been in here this week before you came, but none of them had gumption enough to do what you did. I'll get busy now and even up my stock."

Relating to me the salesman's work, of which he had been informed in a highly commendatory



letter by the retailer, the head of the concern in question asserted that the salesman had simply exemplified the gospel of service which he is preaching to all of his road men.

He told me of another salesman on his staff, and of the service he performed for a druggist in a nearby city. The druggist in question had a beautiful store, thoroughly modern in all its appointments, but for some reason couldn't keep out of the red except in the prescription, fountain and cigar departments. Especially was this condition true of toilet goods, shaving supplies and kindred lines.

This druggist had never heard of "related selling," so the salesman, to illustrate his point, told him:

"Let's work on one department of your business at a time. Take your cigar counter, for instance. According to your records nearly every man who enters your store goes to that counter. What you want to do is make him buy something besides cigars and cigarettes. So why not give him a gentle reminder of the many little things he is apt to need. It can be done unobtrusively—so unobtrusively, in fact, that he won't realize you're reminding him."

The salesman went into details of the plan, which, briefly, was that as perhaps ninety per cent of the men who entered the store did not get beyond the cigar counter, that was the logical place to sell goods that were of the greatest appeal to men.

#### **Introducing Related Selling**

Accordingly, the safety razors, blades, various shaving creams and soaps, a couple of standard brands of talcum, and other articles of a similar nature were attractively grouped on top of the cigar case. As a direct result the sales of shaving supplies mounted gradually upward until within a few weeks they ranked with the best selling goods carried in the store.

On a later trip the same salesman suggested to the merchant that as he had a luncheon service, at both fountain and tables, from eleven until three each day, except Sunday, which attracted not only working girls from nearby stores and office buildings, but many women shoppers as well, it would be a good plan to have the various toilet articles of appeal to women grouped

on special cases, or on small tables between or near the luncheon tables, so that no matter which way a woman might turn, her gaze was sure to fall upon something she needed.

This salesman sold his service in such a thorough manner that he had no trouble in selling his goods—and he will hold the trade of that merchant so long as he is in business. He has only to walk into the store now and open his order book—after greetings have been exchanged—and the merchant immediately begins to discuss his various needs.

Another pharmacy has done the rather unique thing of installing an optometrist in the store on a salary and commission basis—the direct suggestion of a patent medicine salesman who makes the southwestern territory twice a year, and to whom the druggist confided the news that he had room in the rear of the store for another department.

#### **Where One Sale Leads to Another**

At the salesman's suggestion he located the optometrist next to the racks on which he carried a supply of magazines and periodicals. Here he installed a home-made lens for testing the eye by getting people to see how well they could read periodicals through it—a certain periodical being attached to the wall a short distance in front of the lens.

As a result of this arrangement the store not only did a good business in the testing and fitting of glasses, but an increased business in magazines, because the eye-test aroused additional interest in the periodicals and attracted customers to that department.

As an additional tie-up, also suggested by the salesman referred to, on the other side of the magazine racks the druggist made an attractive display of eye-washes, eyebrow preparations, and similar articles in which, by reasons of these goods being so closely related to the magazines and optical goods, the store does a very satisfactory business.

Rendering service to the merchant may take any one of a hundred angles, but it is doubtful if anything will impress him so much as showing him how to make money—or how to save it.

Recently the sales manager of a manufacturing plant, which has as

one of its by-products a roof cement, took lunch with one of his customers—a jobber—and a young salesman whom we will call Brown. After the cigars had been lighted, Brown excused himself to keep an appointment, and the jobber said to the sales manager:

"You have a great salesman in that man, Brown. If I thought I could get him interested in selling to the retail trade, I would be tempted to take him away from you. Did he ever tell you how he came to get my business?"

Brown was not one of the boastful type of salesmen, so the sales manager was forced to admit to the buyer that it was a subject which had never been mentioned.

"Well, he got it by doing something, simple in itself, that I would not have thought of doing. I had determined before giving out the order you fellows obtained to test out several kinds of roof cement. I had had a trial barrel of your stuff delivered to me just a few days before Brown called. In the stockroom at the same time was another trial barrel from one of your competitors. These two had been the last to be tested, and because the others had not shown up as to quality, the way I thought they should, it lay between your house and the other one to get the order. My way of testing showed the two to be practically the same as to quality, which left it a matter of price, and on that basis there was no reason whatever for giving the order to Brown. I told him this; I even went so far as to tell him the price the other house had quoted.

#### **Brown Earns An Order**

"Instead of saying he was sorry and backing out gracefully, as some salesmen of my acquaintance would have done, Brown asked if the two barrels were still in the stockroom. I told him they were, and he asked to see them. Because he had been so pleasant about the whole affair, and had apparently accepted his defeat without a sign of grouchiness, I took him into the stockroom myself. Once there, Brown looked at the head of the other house's barrel, then asked me if I had a tape measure. I hadn't, but I sent for one, and your man measured the height and circumference of both barrels.

*(Continued on page 1162)*

# Seven Hundred New Customers From "Lame Duck" Orders

Lee & Cady Have Found a Way to Make New Profits From the Work of Manufacturers' Specialty Salesmen

An interview by D. G. Baird with

**John S. McNeal**

Sales Manager, Lee & Cady, Detroit

A JOBBER must be something more than a source of supply for his dealers—he must be a big brother to them all, according to John S. McNeal, sales manager for Lee & Cady, Detroit wholesale grocers.

Being a big brother, Mr. McNeal goes on to explain, involves not only manifesting a fraternal spirit, but advising, demonstrating, and aiding in every way possible; giving his dealers the full benefit of his greater experience, greater knowledge, and greater facilities.

Indicative of the success of this policy in practice, is the fact that, according to Mr. McNeal, Lee & Cady have opened for dealers, on the average, more than one store every working day for the past three years; have added several thousand new accounts to their books, have saved scores of dealers from bankruptcy, and have themselves showed a gain which last year alone totaled several million dollars over the previous year.

"Only one per cent of those who enter the retail grocery business actually plan intelligently to do so," Mr. McNeal declares. "By this I mean that they do not analyze the situation, select a location with proper care, determine just what volume of trade they can depend on, study the business of merchandising and, in a word, make such preparation as is necessary to insure them a reasonable chance of success. The great majority are just men—and women—who have a few hundred dollars to invest and

are looking for an opportunity to go in business for themselves. That is all that's necessary, they think—just get into some kind of business and they'll be fixed for life. There's nothing to running a grocery store,

prove this condition. We are one of the oldest and largest wholesale houses in the country; we have a splendid reputation, and many grocers and would-be grocers are coming to us every day for help in solving their problems.

"Take this matter of new dealers starting up in business, for example. For the past three years we have averaged opening a new store every working day, besides turning down many who came to us with sufficient capital to open stores, but whom we turned down because we realized that they would not be successful and we were unwilling to be a party to their downfall.

"Many of these come to us of their own accord because they know of us, or have been told of our helpfulness and reliability. Others we solicit, but in any event the procedure is much the same. We want to know, first, how much money the man has. It takes money to run a grocery store, although many people do not seem to think much capital is necessary.

"Next, we want to know all about the location of the store, and this is one of the most important considerations. We turn down perhaps more applicants because their location is unsuitable than for any other one reason. We want to know where the store is, how much competition it has to start with, what kind of competition it is, how many people live within a radius of a few blocks, and so on.

"If everything is satisfactory up to this point, we next tell the

## Why Dealers Stick to One House

"I have in mind one man whom I could never interest in anything when I was a salesman for another house. No matter what I offered him, or how low the price, he would not buy from me and I never knew the reason until I came here. Lee & Cady had stepped in and saved his business when it was going on the rocks, and thereafter he would buy from no one else under any circumstances."



they reason; everybody has to have groceries, and it doesn't require any selling ability, bookkeeping, or anything else to run a grocery store. All they have to do is find a vacant store somewhere—no matter much where—put in a general line of groceries, then hand out what the people come in and ask for, and take the money.

"No wonder the mortality in this field is ninety-five per cent!

"Lee & Cady are trying to im-



prospective grocer to put aside at least twenty per cent of his capital for other things. In nine cases out of ten, we could sell him a bill large enough to take his entire capital, but we are trying to help the man, not rob him. We know, whether he does or not, that he must have some things that we do not carry—such as bread, butter, milk, and green groceries. Furthermore, we know just what percentage of his business will be in these lines and we tell him how much of each to buy.

"Then we ask him to let us select the goods and make up his first order. We believe that with our greater experience, we know better what he can sell and sell quickly, than he does. We give him a wide variety of popular goods in small quantities. The reason for this is that if he sells a small quantity and has to reorder in a short time, he will be much more encouraged than if we gave him a large order that took him a long time to dispose of. Then, too, if he happens to have some line that doesn't move in his store, he isn't stuck so badly to begin with.

#### How Salesmen Learn Products

"Another privilege that we ask is that of pricing the goods at retail. It isn't likely that he knows anything about overhead or mark-up and we try to start him right by showing him how to price different lines. Twenty per cent of the sales in grocery stores yield no profit. It is therefore necessary to make a sufficient profit on other lines to give the merchant a fair margin on the whole.

"In return for the privilege of selecting and pricing the initial stock, we agree to take back anything that fails to sell within thirty days. We send our salesman in to go over the grocer's stock with him, checking off item by item, and if we have loaded him with 'white elephants,' we'll exchange with him, giving him 'red elephants,' or any other kind he prefers.

"That is getting the man started right, which is a very important factor in his success. Thereafter our salesman calls on him regularly and helps him solve his problems as he meets them. We encourage our salesmen to reflect an air of helpfulness, to feel that they are partners in business with their customers. They are not out merely to sell

goods; their job largely is to help their customers sell goods, because if their customers sell goods, they will sell goods to the customer.

"In common with other jobbers, we sometimes have close-outs which we wish to get rid of. We arm our salesmen with samples and tell them to push these, but at the same time we tell them that if, in a certain store, they feel that if they were in the proprietor's place, they would not buy those goods, for heaven's sake not to sell them there. Sell

"THE day of the inefficient merchant is just about past. The day when the jobber could take the attitude that it is his business to sell the retailer, and it is then up to the retailer to get rid of the goods as best he can, is past.

"The jobber must be a big brother to all his dealers. In doing so, he will enable his dealers to make money, instead of bankrupting at a time when they are heavily in debt to him—and the more money his dealers make, the more he will make."

them to some one who can dispose of them and earn a profit, not to some poor fellow who is sure to get stuck on them.

"One of the first principles of successful selling is a thorough knowledge of the product, and we go to considerable pains to teach our salesmen and have them teach their customers in this respect. Last Saturday, for example, was 'Chinese' day at our regular weekly sales meeting. We had the room decorated in Chinese silks, lanterns, parasols, and the like, and served a Chinese dinner. The manufacturer of 'La Choy Sprouts,' a Chinaman, was present and gave the men a talk on his product, besides giving them general information on other Chinese foods. We always have something special at these meetings and just what it is going to be is kept secret, with the result that the salesmen look forward to these occasions. They learn by actually eating the goods, and hearing talks; then they go and tell their customers all about them, so they can pass it on to the general public.

"Another cooperative feature of our system, and one that brings us many new accounts, is that of back-

ing up specialty salesmen. Manufacturers spend hundreds of thousands of dollars in sending out salesmen to call on the retail trade for the purpose of interesting the merchants in their products. One of these specialty men goes to a grocer and succeeds in persuading him to try a case of his product. But the manufacturer doesn't sell directly to the retailer, so the salesman asks through what jobber the merchant wants the goods shipped. If the merchant buys chiefly from some second-rate house, he doesn't want to admit the fact, so he tells the salesman to ship through Lee & Cady, or some other well-known jobber. The salesman then turns his orders over to the jobbers and they go to the credit office. There a clerk runs through them and separates the ones from customers from others not from regular customers. The ones from customers, of course, are all right, but what about those from others of whom the jobber probably has never heard?

#### Cures for Ailing Management

"Some jobbers toss these aside and ignore them. We don't. We have one man who does nothing but look after these 'cripples,' as we call them. He gets these orders from those whose names are not on our books and the first thing he does is to call for the purpose of thanking them for the order. Incidentally, he stays and visits a while, and when he returns, he is prepared to report on the size of the store, the location, general appearance, cleanliness, impression of the proprietor, and other essential information. If the account appears to be a desirable one, he calls regularly thereafter until he has secured enough such accounts to justify us in putting on another salesman to take them over. In the past three years, we have added seven new salesmen, with approximately 100 customers each, and at present we have nearly enough to add another just from following up these 'cripples.'

"Finally, we act as doctors in treating business ills. As I have already stated, the mortality in the grocery field is ninety-five per cent.

"Our salesmen keep in close touch with their customers and when alarming symptoms begin to appear—if the customer himself doesn't

(Continued on page 1163)





# A Group of Salesmen Who Learned to Run Their Own Sales Department

Four Committees Keep Autocar Salesmen on Their Toes by Eliminating Dissatisfaction and Lost Motion

*By J. S. Conroy*

General Manager, Autocar Sales and Service Company, Chicago

THE problem of keeping the sales organization contented and productive, operating at the highest possible degree of efficiency has, to a large degree, been solved in our organization by a very simple means, which not only provides an outlet of expression for those who would change the established order of things, but which provides a melting pot for the detailed grief, dissatisfaction and misunderstandings which are sure to arise among any group of talented men of widely varied temperaments.

We have established a democracy, a self-governing association of all interested parties, vested with power to govern the sales force, adjust complaints, manage sales promotion, and educational work, investigate and rule upon commission squabbles, formulate working rules, and plan sales contests which keep

the men working at top speed at all times.

Four committees cover the scope of the work required within the organization. These committees have charge of every activity necessary to bring about an improvement of the salesman's personal ability; they are the Educational Committee, Committee on Sales Promotion, Action Committee and Entertainment Committee.

In the choice of salesmen to comprise my organization it has always been my habit to allow the candidate to sell himself to me on his approach, personality and character, intelligence, power of speech and ASCERTAIN THE EXTENT OF HIS AMBITIONS. Satisfied on these very important points, your product and price and the company will cut no figure. It can be sold by any capable man. I personally

have refrained from engaging a fat man as a member of my sales organization. By this I mean the ordinary application of the word "fat" as describing the real bay window variety who have not seen their feet in years, and must not be mistaken to include the man merely inclined to obesity or who carries extra poundage well. If the poundage is great and he can navigate the hundred in ten flat, all to the good, there is heat and energy there and, nine times out of ten, appearance. Fat men have their place in business and are invariably successful, but as salesmen, experience has taught me to draw the waistline in the neighborhood of forty.

In dealing with his salesmen, the manager finds the organization a boon to the fulfillment of his duties, a handle to accomplish the ends which make productive salesmen.

Through the four committees existing in the salesmen's organization, the training, education, good-will and ambition of the men are fostered through power of persuasion and suggestion, to which they are far more responsive, better contented, less driven and maintain greater dignity and confidence. The management should enter into cooperation with such an organization and exhibit good fellowship consistent with preservation of respect for himself and his demands upon the organization, which they will strive to meet when presented to the accompaniment of a few well pointed remarks regarding their necessity and importance.

The Educational Committee is headed by a competent and well informed salesman who is thoroughly trained in automotive mechanics. Under his supervision a weekly instruction class is held. It is his duty to conduct this instruction school efficiently, so that every salesman will be thoroughly trained in the mechanics of motor transportation. Our salesmen are essentially rendering a service to every customer and must know the product so that they can instruct the prospect. Without this knowledge no salesman can hope to engage the respect and confidence of the prospect. One unanswered query, or one volunteered mis-statement has been known to ruin many a sure sale, regardless of the fact that the salesman's lack of knowledge of the product in no way impaired its efficiency.

#### **Salesmen Must Know Product**

To a very large degree sales depend upon personality, power of speech and knowledge and its advantages. The prospect must accept all statements in good faith; he has not the ability to question them because of his lack of knowledge. He is in an entirely different line of business, depending on us to know ours thoroughly and to satisfy him on anything he wishes to know regarding it. Naturally, then, it is important that each salesman know his product thoroughly so that he may win the prospect's respect and confidence in his knowledge. He must represent himself as presenting the equipment that he feels in his own mind is capable of rendering the best service according to his investigation into the matter of comparison with competitors in the same line of

business. It is the duty of the chairman of the Educational Committee to instruct our salesmen so that they can conscientiously approach a prospect with this feeling of confidence just described. It is also the duty of the chairman of this committee to arrange for speakers at the salesmen's luncheons who will talk on current topics of interest and instruction to our salesmen.

The Committee of Sales Promotion brings to the attention of salesmen a constant survey of the field



**J. S. Conroy**

and seasonal conditions which require active buying in various lines of business. The members must investigate the possibilities of all sorts of advertising and solicitation of the trades which are the most prolific buyers during certain seasons of the year. Any knowledge not strictly of an educational nature with respect to the product, that would be of assistance in interviews and in stressing important sales facts, is procured by this committee and is exchanged among all members.

This committee in cooperation with the management, devises various contest plans with a view toward creating the right competitive spirit within the organization. We have found that an appeal to the salesman's pride is one of the biggest factors in the success of any contest. The Sales Promotion Committee posts bulletins of the progress of the various races, and letters are sent by the manager to the salesmen's wives announcing that the prizes for the month are to be gifts for the ladies, and that their

husbands are competing in the contest. This insures a daily reminder for the salesmen, and builds up the incentive to win. The functions of the Committee on Sales Promotion are limited only by the resources of the members of the committee and the money available for promotion purposes.

The Action Committee is the police force of the organization. It is the duty of this committee to investigate loiterers and "mutual" salesmen (who sell each other), and to investigate the merits of complaints or alleged defects in the company organization. These men also suggest remedies and put them in working order.

Anyone who has experience in the sales field knows that representatives are often victims of discouragement, barren trade, ennui—in other words, they just get in the dumps. It is the business of the Action Committee to discover a tonic. The chairman of the committee, who is chosen for his undeviating equilibrium, is the "contact" man with the salesmen. He is not there as an official executive, but as a representative of the men themselves.

#### **The Autocar Follow-up System**

The salesmen are requested to set a fair time to arrive in the morning, dispose of their detail work and routine, and be in the field at a stated hour. The chairman sees that this schedule is carried out. He has at least a superficial knowledge of the internal workings of every department in order to enable him to trace complaints to their sources immediately, and make the proper recommendation to the manager with the least possible degree of lost motion and time, if action is necessary.

The Entertainment Committee works in cooperation with any of the other three committees, as the enterprises coming under its jurisdiction are arranged with a definite viewpoint with relation to education, sales promotion, and occasionally some tangible return from the action committee.

The follow-up system employed by the Autocar organization is exceedingly simple. All live prospects are entered on a sheet in dispatcher chart form and slighting of prospects is practically an impossibility.

*(Continued on page 1169)*



# Do You Write Letters That Sell or Just Answer Inquiries?

By Donley D. Lukens

*There is a vast difference as the specific examples in this article will show. All the quoted letters were selected from actual letters which had been sent out by well-known concerns. Mr. Lukens, himself a well known sales letter writer, tells how to put a real sales kick into every letter, whether it's just a routine answer to an inquiry—a complaint letter, or a collection letter. Every man in your office who dictates will find some real ideas if he reads this practical article.*

IT is ten thirty Wednesday morning and McCown of the Texas Pipe Co. is doing the same thing thousands of other business men are doing all over the country at just this hour. McCown is dictating his morning mail. Before him on his desk lies a dazzling array of opportunities in the form of letters to be answered. On top of the pile is an inquiry from Jones & Smith. A little further down is a complaint from the Sam Hill Company. Still further down in the pile is an order from Baker & Hughes.

Each of these letters offers an opportunity for McCown to build good-will toward his firm and to help increase his sales. If he is an average business man these opportunities are apt to pass unseen. At least that is what a study of several hundred letters written by old and responsible firms would indicate.

## Lost or Found Business

Let us stop for a moment to see how the writers of these letters let opportunities slip through their fingers unnoticed. Less than five per cent of all of the letters answering inquiries from prospective customers gave more information than was actually asked for in the inquiry. More than twenty per cent failed to give even that.

Here is an illustration of how two competing drug papers answered the same inquiry. The first example is typical of the way thousands of inquiries are answered.

Gentlemen:

As per your favor of the 21st we are enclosing chart of advertising rates which will give the information you desire.

Under separate cover we are mailing a copy of our current issue. We hope to hear further from you.

Yours truly,

TRADE JOURNAL.

Needless to say, this writer's hope to hear further was never realized.

He let the opportunity slip through his fingers without even giving it a nod of recognition.

The letter of inquiry had asked for a statement of circulation by states which was not given in the chart of advertising rates and without which the manufacturer was powerless to judge the merits of the publication as an advertising medium from his point of view. What chance did this letter have against the following letter from "Drug Topics"?

Dear Mr. Jones:

We are very glad to send you our rate card and a statement of our circulation by states.

Just a few points about *Drug Topics*.

The 15,000 red-corpuscled retail druggists and 2,000 wholesale druggists and their salesmen who form the list of paid subscribers to *Drug Topics*, make up the largest and most influential circulation in the drug field.

Over 3,000 of these subscribers have written to Jerry McQuade in the last few years, telling him how much they like his good stuff, and urging him on. Where there is this reader interest there must be an excellent advertising buy.

The rate per page per thousand on *Drug Topics* is lower than that of any other publication in the drug field.

*Drug Topics* publishes the official programs of the conventions of the National Association of Retail Druggists and the American Pharmaceutical Association. We offer a free insertion in all of these convention editions to all advertisers contracting on a twelve-time basis.

The January issue has just closed with full-page advertisements of the Meyer Brothers Drug Co., Liquid Carbonic Co., and many others.

As Jerry McQuade asks, "Are you with us or fernist us?"

Very cordially yours,

MARVIN S. SMALL,

Business Manager.

Whether or not Jones & Smith order their pipe from the Texas Pipe Co. or from one of their competitors is going to depend to a large extent on whether McCown answers their inquiry in the slipshod, devil-may-care way that the first corre-

spondent answered this particular inquiry, or in the human, intelligent way that Mr. Small of "Drug Topics" answered the same inquiry.

If McCown looks at this inquiry, not just as a letter to be answered, but as an opportunity to put a new customer on the books of the Texas Pipe Co., he will not only give the prospect all of the information he asked for in his inquiry, but will also give him any additional information that might help him decide in favor of that company. If McCown sees the opportunity which that letter offers him for future profits, as well as for the future growth of his company, he will not let any trace of mental laziness creep into his phraseology. He will, in fact, show every courtesy in his letter that he would show if the prospect had come in person to make inquiry.

## How to Handle Complaints

If McCown fails to see his opportunity he is very apt to write a letter which will give Jones & Smith the impression that the Texas Pipe Co. is careless and inefficient, for if their correspondence shows these tendencies it is only natural to assume that the balance of their business is run in the same way. If his letter gives this impression, his opportunity will be lost, for no one wants to do business with a firm that is careless and inefficient.

Probably the greatest opportunity in McCown's mail is in answering the complaint from the Sam Hill Company. If he gives this letter the thought to which it is entitled, he will make a real friend of the Sam Hill Co. and bind them to the Texas Pipe Co. so that it will be hard work for a competitor to shake them loose.

Firms who do not want to deal fairly and squarely with their customers have become the exception



in these days when the Golden Rule is daily becoming more and more a part of the American business code. If McCown writes the Sam Hill Co. a letter like the following which was received by a small retailer in New England, who found a case of goods from a manufacturer short three items which appeared on his bill, the Sam Hill Co. will feel that McCown's firm is the exception rather than the rule.

Dear Sir:

Yours of the 10th ultimo received. In reply will say that we exercise every possible care to have all of our shipments complete. Our records show that your order was checked in our order department and found to be complete before being packed.

Yours truly,  
The MANUFACTURING CO.

It is ten to one that if McCown fails to see the opportunity that the complaint from the Sam Hill Company offers him, and he writes this sort of a letter to them, they will do exactly what the retailer who received the foregoing letter did—find another place to buy their pipe.

#### The Customers' Point of View

If, on the other hand, McCown sees his opportunity and puts himself into their shoes, he will write them a letter which will not only retain their business, but will strengthen the bond of friendship between the two companies just as the following letter did.

Dear Mr. Hall:

I am mighty sorry to hear that our carelessness has inconvenienced you. A duplicate shipment of the missing couplings is being forwarded to you special delivery, parcel post.

Our shipping department is, we think, unusually efficient, but as long as human beings are human, just so long will occasional errors creep in, even though we try to reduce them to the minimum.

These couplings are so small that they sometimes become lost in the packing used in large shipments. If you can have one of your men look through this packing to make sure that they have not been overlooked we will appreciate your courtesy. Of course, we realize that this packing is thrown out as soon as the goods are unpacked and that it may have been hauled away before this letter reaches you, so that it will be impossible for you to comply with this request.

Your courtesy in calling this error to our attention is appreciated and you may be sure that we will not spare any effort in avoiding a recurrence.

THE CRAIG MFG. CO.,  
G. D. Craig,  
Vice-President.

The Craig Manufacturing Co. may have been in the right or they may

have been at fault. Neither they nor the merchant had any way of knowing if he had by any chance overlooked these couplings in the packing. The only thing that the correspondent knew was that Hall didn't think that he had overlooked them and he would resent any direct insinuation that he had.

Imagine anyone having anything but a friendly feeling for Bundscho of Chicago after receiving a letter like the following. Bundscho realized the opportunity that the writer's complaint gave him to make a friend and booster. Notice how he grabbed it.

Dear Mr. Lukens:

Your letter of July 29th certainly served to inject a lot of pep and ginger into this organization.

As I started to write this letter my secretary stated that she did not think it necessary for me to write as you no doubt hear everything that I said in the shop this morning down in St. Louis.

It would be foolish for me to try to apologize for so needless an error, and I won't.

But I am sorry.

Sincerely yours,  
J. M. BUNDSCHO.

Here is the way that the correspondent in a great mail order house handled a complaint from a woman who had written one of the whiplash kind of letters that only an angry and unreasonable woman can write.

Dear Madam:

This company is not only willing but anxious to refund your money on any purchase made from it which is not to your entire satisfaction.

Mrs. Jones, who lives just three blocks from you on Hanover Street, recently purchased the same model stove as that which is giving you so much trouble, and she has just written us how pleased she was with it and how much easier it made her work.

Mrs. Brown, who lives over on Utah Street in your city, wrote us the other day that her number 1579-L Eagle stove has made it possible for her to stay nearly an hour later when she goes out in the afternoons and still have dinner ready on time.

Not only these two ladies in your own city but hundreds of others all over the country are getting such wonderful results from this stove that I can't help but wonder if your pans might not be responsible for the trouble you are having.

Flat bottom aluminum pans are particularly well adapted to use on this stove. Won't you try one or two of them on yours and see if they do not give you the same result that they are giving Mrs. Jones and Mrs. Brown?

If after you have tried this you are not more than satisfied with the stove, wire us, collect the exact amount of the expense that you have been to on the stove, including the drayage from the station, and I will see to it that a check for the full amount leaves here the day that your wire arrives. I will

also make arrangements to have the stove crated and shipped back to us so that you will not be troubled with this detail.

We are mighty sorry that you have had this trouble and I, personally, want to thank you for calling it to our attention.

Sincerely yours,

P.S.—I am enclosing a catalog of aluminum ware in which I have marked a number of pans of the type that Mrs. Brown recently bought.

This correspondent not only realized the opportunity that this woman's complaint afforded him, but he seized it so well that she not only kept the stove but bought a large order of aluminum ware. McCown has the same opportunity that this correspondent had for cementing the friendship between his company and the Sam Hill Co.

#### Prospects Judge By Letters

The same opportunities that are to be found in McCown's mail are to be found in your own mail every day in the week. Every letter that goes out of your office represents you to some one. Each letter you dictate gives you the same opportunity to win the friendship and respect of the person to whom you are writing that meeting him personally would give you. Very often the people you deal with by letter only, who have no chance to get any impression of you other than that which your letters give them, far outnumber the people with whom you have personal contacts. What sort of an impression are you making on them?

There is nothing hard or mysterious about writing a good routine letter. It is simply a case of showing the other fellow the same courteous consideration that you show him in your personal dealings with him. Forget about the stenographer or the dictating machine and think only of the man to whom you are writing. Put yourself into his shoes and read your letter over from his point of view. If you will follow this simple rule it will save many opportunities that are now slipping past you.

Some men seem to think that sales and collections can not be mixed, but as a matter of fact, no sale is complete until the goods have been paid for, and it is just as much a part of the collection man's job to sell his house to its customers as it is the sales manager's. Despite this fact many collection departments refuse to recognize their opportunities

(Continued on page 1176)

# Are Advertising Stunts as Good As They Look?

Stunt Campaigns That Went Up Like Colored Bubbles and Caught the Public Fancy—Only to Burst and Fade Away

*By Cheltenham Bold*

**T**AKE this coupon to your dealer," it said, "and he will give you a full-sized package of Jinglebats with our compliments." Alongside, in smaller type: "To Druggists: These coupons will continue to appear. Redeem as per our offer, send to us as they accumulate, and we will pay you ten cents each in cash." I asked one of the young ladies in the office to present the coupon on her way to lunch, and see what happened.

Being a person of some pertinacity, she visited all of the drug stores in the immediate vicinity, but still had possession of the coupon when she returned. Her report, when boiled down, was to the effect that it was like trying to deposit a billion German marks at face value in the Bank of England. So I tried it myself in a couple of places, on my way to the 5:18. Nothing doing. After dinner, I strolled over to Wilson's drug store, and flashed the coupon on him. Though a suburbanite, Wilson is a very live business man, and it is seldom that a good merchandising proposition gets past him. I have frequently gleaned good and useful information by getting his point of view on merchandising plans in general.

## Trailing the Elusive "Jinglebat"

The sum and substance of his report on this occasion was that he had plenty of cough drops, chewing gum and candy, but yes, he had no Jinglebats today. Also and furthermore, he never did have any Jinglebats, and had never heard of them until the advertising started. None of his customers had ever mentioned the subject in his presence, and if the Jinglebat Company had written to him about it, the letter was sent to the wrong address. "The next thing, I suppose," he remarked, "will be a page in the magazines announcing Jinglebat week. There's one of 'em born every minute."

There you have a fairly representative example of what is referred to in our technical advertising jargon as a "stunt campaign." Instead of following the slow and tedious road up the valley of success, the advertiser is bent upon discovering



Here Is "Cheltenham Bold," His Own Self

"Chelt," as his intimates call him, assures us that this is the first time his picture has been given to the world since a well-known college used it in its annual and then kicked him out without a degree because of his low standing in English composition! Since this was taken he has changed his clothes (to advertised brands, of course) and the fashion of wearing his hair, but otherwise it's a striking likeness. That mouth helps to explain the hard-hitting articles he writes for SALES MANAGEMENT.

a short cut to fame and fortune. It takes a lot of time and effort to get distribution, and the notion is that cleverness will take the place of it. If anything can be said to be proved in connection with advertising, I think it is this: that mere cleverness is the most expensive commodity an advertiser can buy. None the less, the stunt advertiser is always with us, and can always persuade himself that some clever scheme or other will enable him to do in a few months or weeks what others have

accomplished only by years of consistent effort.

Not that I am "agin" cleverness and originality. Far from it. Without those commodities the advertising pages would become a dreary waste, and advertising copy would soon be as brilliant and alluring as a telephone directory or the monthly stock list of the steel corporation. What I do say, however, is that those commodities alone do not make a successful advertising campaign, any more than a bowl of mayonnaise salad dressing and a piece of French pastry constitute a square meal. I have known a good many advertisers who have used stunts of one kind or another to good advantage, but I have never heard of a single case where success has been built on cleverness alone as a foundation. The advertiser who relies upon his cleverness and dexterity alone to carry him through is likely to imitate the historic example of Darius Green and his flying machine.

## The Sterling Gum Sensation

I suppose the most conspicuous example of the stunt campaign, in recent history at least, was the brilliantly conceived and brilliantly executed effort to put Sterling Gum on the market. The interests back of the enterprise were possessed of practically unlimited resources, and did not hesitate to spend money on a grand scale. Furthermore, the expenditure was well managed, and well directed. I doubt if there has ever been a campaign (with the single exception of the Liberty Loan campaigns) that aroused public interest more promptly, or on a wider scale. It was sensational and spectacular. It appealed to curiosity and cupidity. Tens of thousands of people, all over the country, exercised their inventive talents in the effort to win a prize for discovering the "mysterious seventh point" that



gave Sterling Gum its superiority. Mobs of men, women and children followed the masked and hooded figures in red dominoes that paraded the streets and invaded public buildings and hotel lobbies. It became a topic of timely interest, and was caught up by cartoonists, colyumists, and theatrical folks. As a popular sensation it was an enormous success, and as a commercial proposition it was a flat failure. Sterling Gum flared up in a crackling blaze of glory, secured distribution in record-breaking time, made gross sales the first year that were nothing short of sensational—disappeared from the market entirely.

#### Reputation Must Be Built First

Doubtless there were many things that contributed to the failure, but the main reason for it, in my opinion, was this: that when the powder had all burned out of the sensation, the company had no established reputation to fall back upon. Sterling Gum went up like a sky-rocket, and came down in the same fashion, because there was nothing to hold it up. The stunt campaign created a lot of interest and excitement, but did not result in the creation of steady good-will. Had the company possessed this good-will in the first place, however, I imagine that the stunt campaign might have paid its way. At least, a good deal of the fictitious interest might have been capitalized, instead of representing a total loss.

In other words, no spectacular stunt (whether it be a coupon sampling scheme, prize contest, "teaser" campaign, or what not) can be relied upon to take the place of the slow, prosaic, and quite unromantic work of getting distribution and establishing a reputation. A certain amount of patience and painful effort is necessary to meet the initial resistance and get the product under momentum, so to speak. Then, perhaps, you can use the spectacular stunt to speed up the process, just as a switch engine is used to help the limited up the grade. Don't make the mistake, however, of regarding it as the main motive power.

I have heard, for example, a good deal of criticism among advertising men of the recent exploits of the American Tobacco Company in hiring aeroplanes to hover over the

heads of big city crowds, and write "Lucky Strike" on the atmosphere in wreaths of evanescent smoke. Unquestionably, I think, such a performance would have presented a sheer waste of good money if the company still had its reputation to make, and was relying upon more transitory excitement and curiosity as the main motive power of the campaign. As it was, however, I am not so sure. With complete distribution for the product, an established reputation, and a vigorous campaign in the local newspapers running practically continuously, it is not so easy to judge. Probably it didn't immediately increase the sales of Lucky Strike cigarettes to the point where the company got its money back. But it probably did increase the attention value of the company's advertising to a considerable degree, and it undoubtedly had a stimulating effect upon the trade, in getting the company's display material more widely and prominently used, getting the brand more prominently featured, and so following. But as the main feature of the campaign, the stunt would have fallen flat in all human probability.

So it is with the advertising stunt, generally. Our friends, the Jinglebat Company, could probably make a considerable impression with a coupon sampling proposition—after they had obtained the confidence of the trade, and a reasonable reputation in the minds of the public. But those are commodities which mere cleverness, or acrobatics, or sensationalism will never supply.

I sometimes tell my clients that the advertising problem is a good deal like getting a file out of a bucket of tar. You can jerk and yank at it until you exhaust yourself and loosen your back teeth, without budging it a fraction of an inch. Or you can hitch it up to a half or a third of the power, exerting a slow and steady pull, and by and by out she comes. So, in advertising, you can strain your resources to make an immense splurge without making any permanent dent in the public consciousness at all; or you can with half the financial strain exert a force that will in time bring the public over. When that time has elapsed, and you are on an established foundation, you can, if you like, begin to experiment with stunts.

Basically, of course, the trouble with the stunt is this: that the human mind does not readily entertain two ideas at the same time. If it is full of interest in and excitement over the spectacular features of the stunt, there is not likely to be much room for attention to the goods. As my old friend, the late George Dyer, used to say: "When people tell me what a wonderful piece of advertising copy that is, I go back and 'raise Cain' with the copy department. There's something wrong with it, if it arouses admiration for itself instead of for the goods." And the more spectacular your advertising stunt becomes, the more likely it is that the public will be lost in the spectacle, and will forget to notice anything definite about the goods.

## "Overcoming Export Obstacles" is Theme of Discussion at Foreign Trade Meeting

"Overcoming Export Obstacles" was the central theme of discussion at the joint session of the American Manufacturers' Export Association with the National Foreign Trade Council Convention held at Boston, June 5th.

Addresses were made on various phases of the leading topic by: Basil Miles, resident representative American section, International Chamber of Commerce, Paris, on "The European Situation"; Thomas W. Pelham, general counsel and sales manager, Gillette Safety Razor Company, on "Getting Export Busi-

ness in Spite of —"; O. T. Erickson, credit manager and manager of foreign finance, The Carter's Ink Company, on "Passing Export Credits in Spite of —"; C. M. Wynne, vice-president, Overseas Trading Company, on "Postage Stamps As a Trade Developer"; and William G. Marvin, Marvin & Pleasants, New York, on "Collection of Over-due Accounts."

The principal discussions for the three-day session of the National Foreign Trade Council Convention centered about "Our Need for Wider Markets."



# Names that are known in every American Home

*Grocery products advertised by  
The J. Walter Thompson Company*

*Aunt Jemima's Pancake Flour  
Breads: Freihofer's, Rice's  
Mrs. Schmidt's, White Rose  
Brer Rabbit Molasses  
Chelmsford Ginger Ale  
Cream of Wheat  
Diamond Crystal Salt  
Fleischmann's Yeast*

*Franklin Baker Coconut  
Good Luck Pie Filling  
Grape-Nuts  
Libby, McNeill & Libby Products  
Log Cabin Syrup  
Lux  
Penick Syrup  
Peter Henderson Seeds  
"Philadelphia" Cream Cheese*

*Rinso  
Royal Baking Powder  
Sperry Flour  
Sun-Maid Raisins  
Sunbrite Cleanser  
Swift's Meats  
Tromite  
Yuban Coffee*



HEREVER grocery products are sold,  
you will find these names.

In many cases starting from small  
beginnings, they have won and held leadership.

The housewife has been told constantly what  
each product will do—her interest has never  
been allowed to flag. She has come to call for  
these products day after day until they have  
become household words in every American  
home.

If you make a product selling through the  
grocery stores, the long experience of the  
J. Walter Thompson Company will help you  
sell in greater volume.

**J. WALTER THOMPSON CO.**

**ADVERTISING**

**NEW YORK CHICAGO BOSTON CINCINNATI  
SAN FRANCISCO LONDON**

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# THE H. K. McCANN COMPANY

*Advertising*

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A client of  
any one McCann  
Company Office is  
the client of all.



# Recruiting and Training a National Sales Force in Ninety Days

How The Mills Novelty Company hired, trained and put into the field more than one hundred and fifty salesmen in less than three months

*By H. E. Steiner*

General Sales Manager, Mills Novelty Company, Chicago

ON Monday before this is being written, seventy-five men answered our advertisement and applied at our Chicago office for positions on our sales force. The same day one hundred and forty men applied for similar positions at our Boston office. For the past two months this constant stream of salesmen coming to our offices would have taken up our entire time had it not been for our method of interviewing. We waste few minutes in outlining our offer.

When applications are coming in at this rate the first thing we attempt to do is to help the undesirables eliminate themselves. We know full well that only a small percentage of the men will ever qualify, so we start the elimination process in the first interview. The men are interviewed in groups, and we do the talking. The first talk is intended to weed out the weak sisters immediately.

We tell them, first of all, that there is no chance for any salary, drawing accounts, loans, advances, or other financial aid. This is made perfectly plain, and in doing so we naturally eliminate a number of applicants who are in need of financial assistance before they can go on the road. This may, at first glance, seem hard-hearted or cold-blooded, but we feel that we are offering much more than the men. We look upon selling as a partnership, where we turn over to our salesmen one-fifth of the gross receipts of their sales, leaving the other four-fifths to manufacture the product, pay our overhead, run our factory, and produce our profits. Viewed in that

light, the real salesman cannot find an adequate objection to our policies, for he realizes that he is putting up only his time, against our investment of thousands of dollars.



H. E. STEINER

tells in this article why he doesn't believe in urging a salesman to accept a position—how he “sells” the straight commission idea—and how he eliminates stragglers. His plans are based on years of experience in training salesmen to sell “high pressure” specialty lines.

After we have made the compensation arrangements thoroughly clear, we then start in to dwell upon the difficulties of selling our line. Under no circumstances do we try to minimize in any way the obstacles which the salesmen meet in selling electric musical instruments—the Violano as we call it.

Instead of trying to “sell” the

salesmen our proposition we try to make him see every possible obstacle that he may have to contend with. We have established a sales school which every salesman must attend at his own expense, on his own time, and by the time he has finished this school, and has reached his territory and made his first sale, two weeks—possibly three—have elapsed. Average men—salesmen who have been selling items that sell readily, and for which they can obtain several orders every day, are not, as a rule, temperamentally fitted for this kind of work. We must eliminate them, so we explain how difficult it is to sell our line.

After we have outlined the various difficulties to a group of men a high percentage of them are ready to leave. Then the interview begins to narrow down to a few men who are still anxious for more information. To these men we say:

“Any high grade salesman who will put himself in our hands, attend our school, work his territory as we tell him to, and follow up the leads our advertising department furnishes him, can succeed. We know how our machines can be sold, and if you are willing to follow instructions we are confident that you will succeed. Now don't expect us to decide for you. Here are the facts. We suggest that you take these facts, and this information we have given you orally and the printed matter here, and then go off and decide for yourself whether or not you want to take up this work. Perhaps you want to talk it over with your wife. It is a good idea to ask her advice. We will be glad to have her come in with you and go over the proposition with us. We don't want any men whose wives are opposed to or not in sympathy with their work.”



After this conversation some man usually asks us what the average salesman earns when working with us. We tell him that the average salesman fails with our line, explaining that we are not at all interested in average salesmen—what we are looking for is the exceptional man, who has supreme confidence in his ability. This second talk usually eliminates a few more men. By this time only the real he-salesmen, who have confidence in their own judgment and ability remain for further details. The low grade men have almost entirely eliminated themselves. Then we begin to go into the details of our work, and explain what has been done by other salesmen.

### **Selling Profits Instead of Machines**

We have found it wrong to try to sell our offer to salesmen. We have a very definite offer, each man coming in receiving the same proposition; if we select one or two men out of every group who applies and try to sell them the job, we find that they begin trying to sell themselves to us—that is, they try and induce us to make exceptions in their case and in some way deviate from the established policy by making special offers to them.

Out of seventy-five men who applied at the Chicago office on the Monday mentioned at the beginning of this article, we hired and put to work twelve men. These men all went through our course of training before going on the road. The big thing in this business is to sell the men on the idea of making the proper investigations before they try to sell a machine. For instance some of our best men will stand outside of a store and clock the number of visitors at different times of the day. With these facts it is an easy matter to figure out with surprising accuracy just what the income from one of our musical instruments will be. Armed with this information he can approach a prospect with definite figures which will almost insure him of that prospect's immediate attention and interest.

When I took charge of sales of this company on February 25th of this year, there was no established sales department or sales policy. Only a few salesmen were working and most of the business had been closed by mail. Having been head of the sales department of the Hol-

comb & Hoke Manufacturing Company whose line of popcorn machines are sold solely on the strength of their profit making possibilities, I decided that the Mills Novelty Company's line of electrical musical instruments should be sold in exactly the same way. In both cases we have but one thing to sell, and that is profits. Fundamentally there is no difference whatever in the sales appeal, although the medium of profit making is in one case a popcorn machine, and in the other an electrical piano and violin—the Violano we call it. Knowing that the fundamental appeal was the same, we set about building a sales story based on profits. As soon as it was decided how we would operate, we hurriedly built a skeleton organization of nine branch office managers, trained them in our ideas of hiring and training men, and opened offices in Boston, New York, Pittsburgh, Detroit, Kansas City, Indianapolis, San Francisco and Dallas, and placed sales for the Chicago district under the management of a salesman whose office is at the factory in Chicago.

### **How We Recruited Men**

With these nine branch offices opened we started advertising for salesmen. Only one method of advertising was used—the classified columns of the daily papers. Our advertisement reads:

**Specialty Salesmen**—A million dollar company with forty years established success offers a proposition of great merit which has unlimited possibilities. To clean cut, high grade, ambitious men of determination we offer practically virgin territory easily accessible from our new Indianapolis factory branch office. Gorgeous and elaborate advertising campaign in full operation. This new, high grade specialty is designated by the United States government as one of the eight great inventions of the decade. It produces a new cash profit of ninety-five cents on each dollar to the merchant, increases and expands his business from thirty to fifty per cent. Commissions average \$160 to \$1,500 per sale. Easy deferred payment plan. This is positively the greatest opportunity available real salesmen. Come to our display room and we will prove it. You be the judge. This is our first offering of territories. We invite your inspection and investigation. Out-of-town applicants write.

These advertisements inserted in the leading daily papers in the metropolitan centers where our branch offices are located brought us salesmen as fast as we could train and hire them. In a little more than sixty days we hired and placed in the field nearly one hundred and

fifty experienced salesmen, all of whom had attended our sales school.

The trouble with so many sales managers who claim that there are no good salesmen to be had is that they do not have a definite proposition to offer the salesmen when they come in. These sales managers permit the salesmen to sell them their services, or sell them on some sort of a special arrangement. I have found that it does not pay to waste time with the salesman who wants to change your established mode of doing business—who wants to hire sub-salesmen on his own hook, who wants a special commission arrangement, special territorial concessions or any of the various schemes and plans which so many salesmen concoct and try to sell the manufacturer. We have but one proposition.

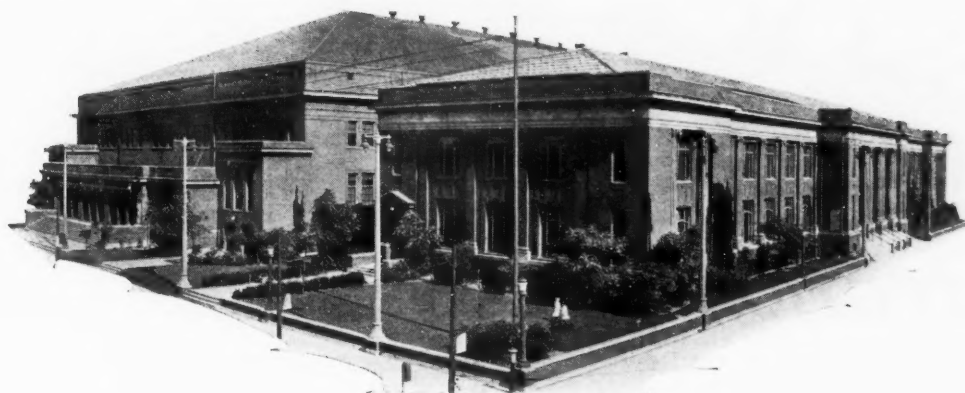
I am convinced that it does not pay to try to make up the salesman's mind for him. Our whole plan of hiring men is based on the idea that the salesman must first sell himself on our proposition—then sell himself to us. Once this is accomplished, we have him in a frame of mind where he is receptive to our instructions and willing to try our plan of selling. And until he is in that frame of mind he cannot hope to succeed.

### **Helping Our Salesmen Sell**

One of the first things we did was to get out a book entitled "To Help You Sell." Due to the short time we had to prepare this book, it is about as plain, as far as looks are concerned, as it could possibly be. Yet it has served the purpose admirably. It consists of a multigraphed sales canvass, the actual canvass used by one of our salesmen. To this we have added every possible objection and question which any prospect might ask, together with the answers which this salesman has found most successful.

Our direct mail advertising campaign is bringing in more than enough inquiries to keep our added force of salesmen busy practically all the time following up these leads, so it is not so remarkable that in a few months we have boosted sales of the company far ahead of any previous month, for we have merely found the men, given them something to work with, and send them out into the field—to sell profits, not machines.

# You Can Be "At Home" Here



## To 125,000 Callers in One Week

OCTOBER 27—NOVEMBER 2

**A**GAIN manufacturers, wholesalers and advertising agencies are looking forward to "*America's Greatest Food and Household Exposition*," which in its sixth year of existence promises to be bigger and better than ever! To the organization which wishes to introduce a new food product or household appliance in the rich sales territory of Greater Milwaukee, or to maintain and increase demand for a product already on the market, this

great show, directed by The Milwaukee Journal, offers an unequalled opportunity. At this mammoth Exposition you can demonstrate and merchandise your product to the daily throng of potential buyers. Representatives from nearly 125,000 homes in whose hands rests the buying power of the market, attended the 1923 Exposition. An equal or greater number are expected at the 1924 show. Where else can you meet such a vast multitude of bona-fide customers at one time and place?

### *Space Limited—Reserve Your Booth NOW*

Only a limited amount of display space remains unreserved. Most exhibitors of the past five Expositions have already contracted for their spaces at the Sixth Annual Food, Household and Electrical Exposition—positive indication of the sales possibilities which this show offers the manufacturer of food products and household appliances. Reservations are com-

ing in every day—if you are to receive a choice exhibition booth, it is necessary that you make selection immediately.

Write or wire The Journal's Exposition Department for diagram of floor plans and list of booths still open.

Act now—one week from today the space you want may be gone.

## Sixth Annual Food, Household and Electrical Exposition

DIRECTED BY

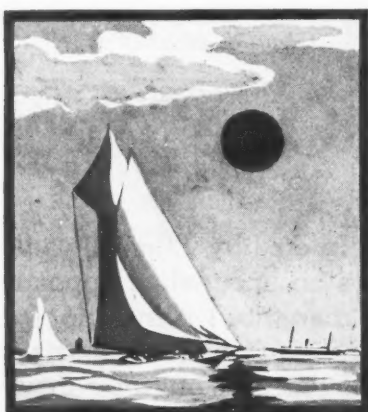
*Read in more than four out of every five homes in Greater Milwaukee—a half-million readers daily*

**The Milwaukee JOURNAL**  
**FIRST—by Merit**

*Thorough coverage of the rich Milwaukee-Wisconsin market at one low cost.*

# COLOR

*attracts  
attention*



BY exciting the optic nerve and fascinating the eye. By appealing to the emotions through creation of attractive atmosphere and beauty. By pleasing and stimulating the mind and satisfying man's innate love for harmonious, resplendent hues.

*creates  
desire*



BY surrounding the product with a greater air of refinement and quality. By emphasizing the texture, juiciness or other important characteristics of a product. By inveigling the imagination, and causing invention of previously unsuspected "needs."

*prevents  
substitution*



BY implanting an exact, life-like image of a product in the consumer's memory, thus enabling him to recognize it instantly on the dealer's shelf—or in cases of close similarity to identify the advertised product with *absolute certainty*.



By exactly the measure of color's power, black and white falls short of that which color advertising achieves. In Greater New York, the biggest

opportunity to exert color influence on the buying public lies in car cards and posters displayed to 3,000,000 daily passengers by this giant medium.



## INTERBOROUGH ADVERTISING

*Exclusively Subway & Elevated*

CONTROLLED BY

50  
UNION  
SQUARE

# ARTEMAS WARD, INC.

NEW  
YORK  
N.Y.



# When the Sales Force Gets a Bad Case of Wanderlust

## Map and Daily Report System Saves Wasted Effort of Representatives of General Automotive Corporation

**T**HE average salesman, when left to route himself, doesn't have to wait until spring time to get wanderlust. Usually he has a bad case of it all year round, for he is forever thinking of a red hot prospect, or a big order that is ripe to be picked, that happens to be just at the other end of his territory. Does he wait until he reaches that town in the natural course of events? He does not. He skips across a vast area of fertile sales fields and calls on the faraway prospects who always look so good from a distance.

Many sales managers have tried plans for routing salesmen; some of the bigger companies have even hired former train dispatchers to lay out the most economical and sensible methods of working territories. Usually these elaborate plans fail. It often happens that they result in nothing but nice little alibis for salesmen when business slows up. "I was following the route you laid out for me," he says in explanation of poor sales. This bit of sarcasm is usually followed up by a detailed statement of just what would have happened had he been able to jump over his territory according to his own judgment based on conditions in the field.

### The Hop, Skip and Jump Plan

Midway between the two extremes of no routes at all, and a timetable schedule of routes, allowing no deviation whatever, some sales managers have outlined routes which are flexible enough to allow for any emergency, yet which prevent the salesman from letting his natural wanderlust lead him crisscross back and forth around his territory as his whims may dictate.

Realizing that perhaps some of their factory representatives were not routing themselves economically or efficiently the General Automotive Corporation of Chicago started in to make an investigation of salesmen's routes. What they found was astonishing. Taking a map of Massachusetts and tracing the route

of the representative for that state for several months showed a great waste of time and mileage. Back and forth across the state the representative had travelled in zigzag fashion with apparently no thought of systematically covering the territory. In checking up an Indiana salesman who claimed to have thoroughly worked his territory, it was found that he had not worked his own headquarters town. Many other territories were found to have been worked in the same slipshod, careless, expensive manner.

### Cutting Down Report Routine

With the knowledge that the representatives were not getting the most out of their territories, the company started in to lay out routes and compile lists of towns for every state where representatives were working. First they bought a set of state maps, mounted on display racks. Every town worth visiting was tacked. Different colored tacks were selected to show the date of salesman's last call, so that at a glance it could be determined how often various towns were being visited. From these maps routes were laid out and turned over to the representatives with instructions to follow the route or send in changes in advance.

So that complete records could be maintained on every call, a system of report blanks was drawn up to enable the representatives to send in reports giving all the necessary information without the formality of writing a long letter. Most of the information needed can be reported merely by checking certain questions. For example, there is a space to show what sort of a dealer the representative has called on. Six spaces are provided, so that the representative may indicate by checking whether or not the dealer's chief activity is the sale of cars, accessories, tires, batteries, or conducting a garage or repair shop. Before the report forms were adopted, the salesmen wrote long letters, giving

various and sundry accounts of their activities, often forgetting to include the information most needed. When the new report blanks were designed all the salesmen were provided with portable typewriters.

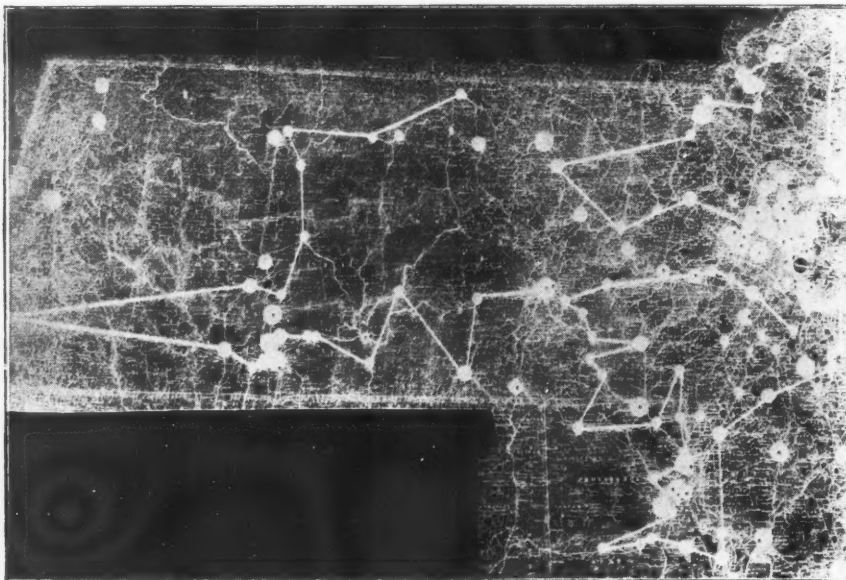
One report is made for every dealer and jobber visited, and these reports are filed by towns, cities and states, according to the date the call was made. In the event of a change in any territory a clerk can go to this file and in a few hours furnish the salesman with a complete and accurate record of every call that has been made in his territory, a list of dealers and jobbers, together with much vital information which would require at least one or two trips over the territory to obtain in any other manner. A special filing cabinet with visible index tabs is used for maintaining these records.

### Reports Serve Many Purposes

These reports are also used by the advertising department in preparing lists for special mailing campaigns. It is evident that a letter written with the idea of helping an automobile dealer sell more locking caps, would not be of very much interest to a tire dealer, so why send the same letter to the entire list? From the reports all the information needed for compiling lists is quickly obtainable; information on these reports comes in handy for many other purposes, and is used constantly by the correspondents and members of the sales department when writing to dealers or jobbers.

For keeping track of salesmen while enroute a large bulletin board has been arranged with the salesmen's names and addresses, so that it is in easy view of the clerks in the mailing department.

This system of keeping track of territories, representatives' calls, and sales, takes the guesswork, or at least the major portion of it, out of managing a sales department. Territories are not left to the judgment of the salesmen alone. Many sales managers may feel that there is a



Route for the state of Massachusetts laid out after a careful study of the market. Following this route saved much expense and lost motion

great amount of detail in maintaining these records, but in reality it is simplicity itself. Clerks can operate the entire system with very little executive supervision. The map system gives a visual record of every state—the colored tacks show just what towns have been worked and when, as well as showing up any part of any territory that is apparently being overlooked by the representatives. The report system gives a complete record of every call, and the status of every account at the time of the representative's last call.

The district managers of the company, eight in number, receive copies of all reports which are sent in by salesmen to the Chicago office, so that they too are kept in constant touch with the work of the various field representatives.

It is surprising what a careful analysis of the average salesman's territory will show when the results are visualized upon a map of the territory, particularly if all his various trips over the territory are chalked up so that his haphazard methods of traveling are shown. It may be all right to argue with a salesman that he is not covering his territory in the most economical manner, but it is far more forceful to show him, in chart or map form, just how he is needlessly wasting a lot of the company's expense money and much of his own time because of a lack of a systematic plan for covering his territory.

The average salesman feels that because he is on the territory and in

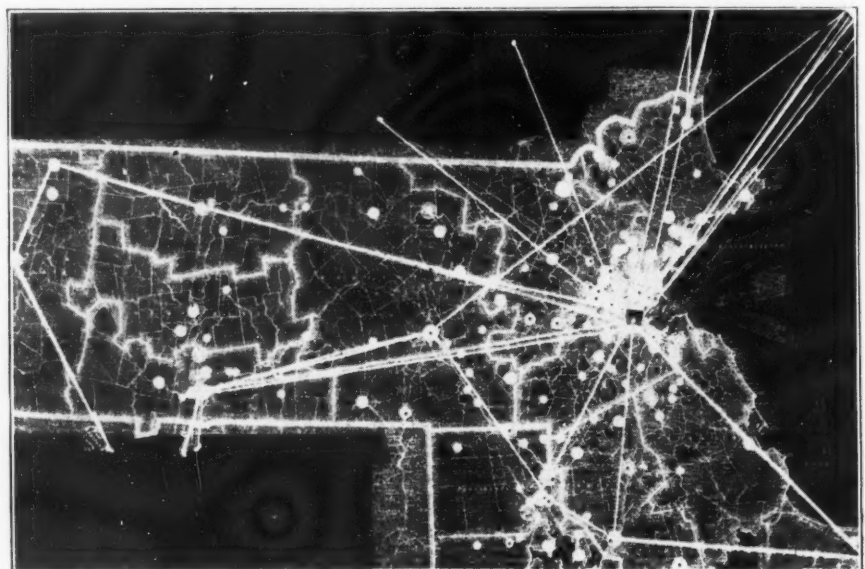
close touch with conditions, he should be given a free hand in managing that territory as he sees best. But when he is shown the number of towns he is overlooking, together with a record of trips which take him back and forth across the length and breadth of his territory, missing important towns each trip, he will be forced to concede the need for a more systematic plan of work.

In selling the salesman on the necessity of carefully reporting each call, one sales manager explained to his men the need for reports by showing the men that they were hired to sell and not to keep books. "You must have certain records to carry on your business, but you are not bookkeepers or accountants," he told them, "so we have established

a department here at the home office to compile and maintain the necessary records. All you have to do is to furnish this department with certain information in skeleton form. The home office will do the rest, relieving you of all the worry of keeping these records up to date and accurate. Instead of adding to your work, the report system cut it almost in half. For now you can always have, for the asking, the complete record of any account in your territory—the entire history of every account from the time you start making reports. Without this help from the home office you would have to rely on your memory, or perhaps spend one or two days each week in keeping your records straight."

This sales manager has been very successful in obtaining reports from his men, because he showed them just what the reports were for, and how they enabled the salesmen to spend more time face-to-face with the buyers, instead of "keeping books."

A number of sales managers have designated assistants to assume the responsibility for checking up salesmen's territories and routes, to insure economical traveling. These men are given authority to check all routes and are required to hold salesmen responsible for overlooking towns where there are potential customers. These sales managers find, time and again, that certain accounts are allowed to die for want of attention simply because they happen to be off of the most convenient route established by the salesmen.



How the state was covered before routes were planned by the home office. Note the towns missed and the excessive doubling back





Everybody knows Abe Martin, original feature of The News and syndicated from coast to coast. For twenty years Kin Hubbard's genial, wholesome, humorous philosophy has sparkled on the back page of The News. He is easily the best known, and certainly the best liked, newspaper character in Hoosierdom. He is sarcastic sometimes, but never bitter. He is always readable, entertaining, human, lovable.

## How to Estimate Circulation Value

**B**OTH volume circulation and reader interest arise from the same source—the editorial merit of the newspaper. And because it is first of all a great newspaper *editorially*, The Indianapolis News has the largest circulation, daily or Sunday, in Indiana, more home delivered circulation in Indianapolis than both other Indianapolis papers *combined*, and the unswerving loyalty, confidence and interest of its thousands of readers. News reader loyalty is unique, a monumental advantage to the advertiser, a tangible sales asset that no other newspaper, or group of newspapers can give.

Hoosiers turn naturally to their copy of The News for the complete, authentic news of the world, and for sane, helpful, constructive editorial comment. If you could see The News through Indiana eyes, you could appreciate the enormous value of News reader loyalty to you as an advertiser.

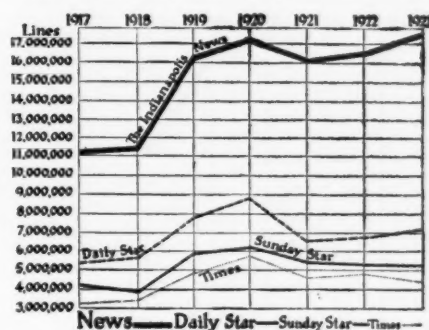
## The Indianapolis News

CHICAGO OFFICE  
J. E. Lutz  
Tower Bldg.

Frank T. Carroll  
Advertising Manager

NEW YORK OFFICE  
Dan A. Carroll  
110 E. 42nd St.

Total Advertising Lineage for Seven Years



SEND FOR 1924 INDIANAPOLIS RADIUS BOOK



# Henri, Hurst & McDonald

A D V E R T I S I N G

58 East Washington Street • Chicago



**T**HE inability or unwillingness of a manufacturer to see and correct the shortcomings of his own merchandise often results in excessive selling cost and meagre net profit.

One of the first duties of our Market Analysis Department is to determine by field investigation the salability of our customers' products.

We have recently published an advertising book — "High-unit vs. Low-unit Merchandising." A copy may be had on request by any business executive.

# Selling the Talk-Weary Buyer

The Eloquence of Silence as a Sales Aid Often Overlooked by Salesmen Who Talk Themselves Out of Orders

*By Maxwell Droke*

**M**Y old friend, Joe Seidert, who has been collecting bills for more than twenty years, assures me that the chap who remarked that "silence is golden" certainly said a lipfull. Joe declares that a certain reticence in the matter of indulging in conversation is probably his greatest asset.

"You can always tell a young collector," Seidert says, "by the way he talks. The more language he uses up, the less experience he has had. A hardened collector doesn't talk. He waits. Nothing is so disconcerting to the other fellow as a dead silence, right at the psychological moment when he knows it is up to him to do something! When I give this little silence stunt in the proper setting it is mighty seldom that I fail to get some action. My man begins to feel self-conscious and awkward. When I see him begin to squirm and fidget, I know that I have won. It is only a matter of minutes until he will be reaching for his check book."

I was particularly interested in this little sidelight on the art of collecting because it parallels very closely a method that I have often used in selling. For a good many years I have been an advocate of the science of silence applied to the marketing of merchandise.

## The Science of Silence

More orders are lost through too much talk than from any other single cause. The young salesman, like the inexperienced collector, feels that he must use up every spare moment in saying something—anything—just to keep the conversation up. The result is that he pours forth a tremendous amount of talk that serves to retard rather than advance his cause.

The truth, however, is that the man who is master of the science of silence has a sales weapon more powerful than a silver tongue well oiled with Webster's choicest words. Any salesman with sufficient lung power can talk a blue streak. But it

is quite an art to force a silence at just the right moment, and at the same time give the prospect to understand that it is a deliberate silence, and that in this interval he is expected to pause, ponder and purchase.

Just a few days ago the district manager of a certain insurance company was telling me of his experience in selling a \$25,000 life insurance policy to a well-to-do furniture jobber. "To my knowledge nine different salesmen had endeavored to talk that man into buying life insurance. I silenced him into it," the district manager declared. "I studied the situation and decided that here was a man who had been talked to death on insurance. He was muddled in a maze of contrasting claims and counter claims. What he craved was silence and great gobs of it. I decided to give him his 'crave.' I studied his case, decided that \$25,000 would be about the right sum for him; worked out the details of a policy to meet his particular needs, and prepared a brief typewritten summary."

## He Was Tired of Talk

"Then, one morning I simply walked into Mr. Jobber's office, handed him the summary, and an application for his signature. Then I seated myself comfortably—and waited. Well, sir, this fellow had been so thoroughly hounded by insurance solicitors that at first he could hardly believe his senses when he saw me calmly sitting there, without a single word trickling from my countenance. At last it struck him that here was a salesman so sure of his proposition that he didn't have to talk about it. This, he reasoned, was something which must certainly come under the head of new business. He had a stock speech which he used with marked success in ejecting the ordinary talkative insurance man. It was a very forceful monologue, trimmed with sizzling blue-bordered words. But somehow that didn't seem to fit the occasion. You couldn't very

well employ strong language upon a man who simply sat, and smiled—and waited.

"Well, Mr. Jobber blinked a couple of times. And then, for want of something better to do, he read the summary again, carefully, word by word. Then, reaching for his fountain pen, he silently signed the application, and handed it to me without a word!"

"Of course there are times when a salesman should use language and plenty of it," recently declared a sales manager, who has more than a hundred men under his direction, "but it is equally true that there are times when too much talk kills any possibility of closing the sale."

## Language Brakes Needed

Probably no one can lay down any hard and fast rules on the subject. It's something the trained salesman must sense by instinct. But, generally speaking, the time to put the four-wheel brakes on your tongue is the moment you have the prospect cornered. You have knocked down his barriers, answered his objections and built a hog-tight fence around him. He is your man. Then leave him alone! Sit back and 'silence' him awhile. Let him try to dig under or crawl over. The more earnestly he tries to find a loop-hole, the more thoroughly convinced he becomes that your proposition is right. And then, just at the moment when he sees there is no way out, come forward with the order-book and pencil, and let Mr. Prospect think that he has sold himself on the proposition by a display of rare good judgment!"

The Calumet Baking Powder Company is erecting a radio station at the million dollar Rainbo Gardens, in Chicago, which will be one of the most modern and completely equipped stations in the United States. The call letters are to be WFBF. The company plans to offer programs devoted to making better homes, better tables, alternated with music and entertainment.

# Human Interest Sales Talks that Win When Cold Facts Fail

*By B. J. Williams*

Director of Sales, The Paraffine Companies, San Francisco

**Y**EARS ago, in the early days of the Armour soap business, I arrived in Kansas City on the way back to Chicago from an extended trip through Texas, Oklahoma and the then Indian territory. Having been away some five weeks I was exceedingly homesick and anxious to get back to my wife and babies. With my transportation and berth in my pocket I was all ready to leave for Chicago that night. There being a few hours until train time, however, I went over to the general offices of the Armour Packing Company to boost the game with such department managers and salesmen as I might meet.

While making the rounds I passed the desk of Mr. C. W. Armour, then in charge of the Kansas City plant, and stopped to chat a moment. He asked me about the soap business, and the toilet soap department in particular. He then went on to explain how his family had tried to purchase Armour toilet soaps in several of the leading drug stores of Kansas City without success, and asked why this was.

## **Mr. Armour Becomes Interested**

I could give no satisfactory answer. As a matter of fact, we had a good general distribution in Kansas City, although there were a number of leading downtown druggists whom our men had been unable to sell. Mr. Armour seemed to be greatly concerned about the matter, so much so that he not only gave me the names of some six or eight of them but, personally, looked up their addresses in the city directory.

In view of his personal interest, and to maintain the reputation of the soap department, I decided that much as I desired to get home it was up to me to remain over and sell that list of druggists. I promptly canceled my transportation and went to the hotel to try and figure out how to do the trick—not an easy job, believe me, seeing that several of our crackerjack salesmen had already canvassed them on the line.

I had nothing new to offer either in the way of packages, odors or prices.

I spent the evening at the hotel trying to evolve an argument or a line of talk that would put it over, but it came hard. However, I had made up my mind that I must sell that list, and after hours of thought, like a flash the idea of how to do it came to me. I scarcely slept that night, so anxious was I to try the plan. Bright and early, almost before the store opened, I was at the first store. I explained to the proprietor that I had called to see him at the personal request of Mr. C. W. Armour.

I then told him of my trip through Texas, relating some interesting little incidents that had occurred, showed him some letters from my children, the substance of which was, "Daddy, we love you, do please hurry home." I then related the conversation of the afternoon before with Mr. Armour, but made it apply to this individual dealer. (I did not tell him of the list. I wonder if this was wrong?) I then again stressed my homesickness—my great desire to see the wife and kiddies, but how my sense of loyalty to Mr. Armour and to this dealer compelled me to remain over—it was a modern case of "twixt love and duty" and "duty" won and I was glad of it.

## **The Human Side of Selling**

Need I tell you the answer? Not while human nature runs true to form, as it always does. He said, "I am loaded on toilet soaps and do not need any at this time, but that is a fine assortment of odors and an attractive line of packages, and if Mr. Armour feels that way about it I certainly could do nothing less than put in a stock," which he did. I then gave exactly the same line of talk to each of the others on the list, and with exactly the same result. When I returned to the office right after noon, Mr. Armour asked what

success I had had. I replied that "I had sold a few of them."

Then as I tore out of my order book one order after another and handed them to him, the expression of surprise and pleasure on his face was ample recompense for the day's delay in reaching home. As he almost fondled the orders he remarked quietly that "the Armour name did mean something in Kansas City," and I replied, "it certainly did." I wondered then, and cannot help wondering now, almost twenty-five years after, what he would have thought and said if he had known just how I handled the proposition, but he was pleased and it did not hurt my reputation as a salesman.

## **Buying Friendship Instead of Soap**

Now what I sold these druggists was not a stock of Armour's toilet soaps, not an attractive line of odors and packages, not a bill of merchandise on which they would make a certain and very satisfactory margin of profit, but what I sold them was something vastly bigger and more important—something with a wider, and greater appeal—I sold them the friendship of Mr. Armour, the prestige of a personal connection with one of the big men of the city. I sold them the opportunity of doing Mr. Armour a favor, of placing him, in a sense, under obligation to them. I sold them the privilege of partnership with a merchant prince and a captain of industry, and I am sure they never made a better purchase or one that gave them greater personal satisfaction or pleasure.

Oh, yes, I am persuaded that the merchandise we have to offer is frequently the least of what we have to sell.

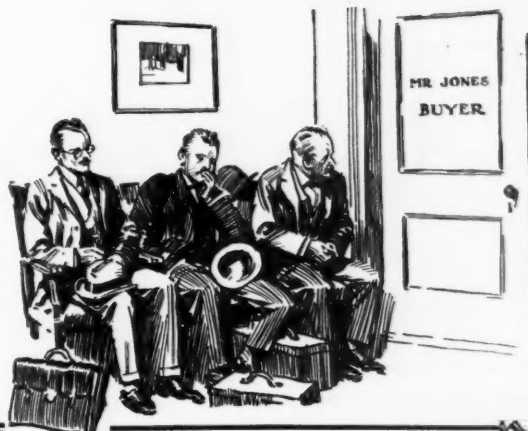
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"I have just finished the article on 'Handling the Disgruntled Customer' in the last issue of 'Sales Management.' The article is being read throughout this office and will undoubtedly bear good fruit."—E. R. Hodges, The Abner Royce Company, Cleveland, Ohio.



# GOOD HOUSEKEEPING & STRATEGIC MARKETING

"SOMETIMES advertising is of little or no avail in scaling or digging under or battering through this particular Wall of Distribution; but often by virtue of its speed, its mass action, and its use of machinery to multiply messages, advertising is the most effectual, and therefore the most economical, means available for overcoming all but the strictly transportation phase, which latter is up to the traffic man"—Robert R. Updegraff.



No. 7 [If you have not seen numbers 1 to 6, we will gladly send them.]



The gross income of the American people is estimated at \$200,000,000.00 a day, according to a recent bank statement. The total income for the country in 1923 was seventy billion dollars, an increase of five billion over 1922 and ten billion over 1921.

With such underlying firmness, the business structure cannot really be threatened. Despite minor fluctuations, the country is enormously prosperous.

—GH—

A building material manufacturer recently ran a campaign in a number of magazines, including Good Housekeeping, and some general and "class" media. The average cost per inquiry of all the periodicals used was 91c. Good Housekeeping's cost per inquiry was 68c.

—GH—

"Whenever I write an advertisement, a poster or a statement about the traction business, I always submit it to five or six women who don't know anything about the electric railway business," says Labert St. Clair, Advertising Director, American Electric Railway Association. "If they register blank stares, or switch the conversation to how I like their bobbed hair, I tear up the copy and start anew. I know it has no selling punch. This might be a good plan for all ad writers to try. No matter what you have to sell, a woman probably will pass on the purchase of it, sooner or later, and you had just as well suit her in the first place."

—GH—



A woman's underwear manufacturer started a national advertising campaign, using Good Housekeeping and a number of other magazines. In some of the other publications color was used. Good Housekeeping produced double the inquiries of the next magazine, despite the fact that that magazine has more than twice the circulation of Good Housekeeping. The returns from the "class" publications were negligible.

Here you have an example of Good Housekeeping in competition with so-called fashion publications and outdistancing them completely.

## An Unusual Help to the Advertiser

By G. Ernest Fahys, Jr.,  
Sales Promotion Mgr., Alvin Silver Co.

Building of confidence is one of the most valuable accomplishments of advertising and in that work Good Housekeeping aids the advertiser in a very unusual way. The absolute Money-Back Guarantee and the policy of making technical and practical tests of merchandise offered for the advertising pages, throws a safeguard around the advertising that is invaluable to the readers.

We know from personal experience that this policy is a real sales builder and we know that in the case of household devices an appliance carrying the Seal of Approval has a great advantage over the one that cannot show it.

We believe that this is one of the most important features of Good Housekeeping and one that is invaluable to the advertiser.

—GH—

So many heads are being bobbed and shingled in Oswego, Kansas, that "Cricket" Loper, a local barber, has had a number of women's magazines put in for waiting customers. And Good Housekeeping is among them.

—GH—

The telephone came and conquered space. The airplane conquered time. Advertising conquers resistance.

—GH—

## Hosiery

The rate of turnover for merchandise varies not only in different lines, but varies in any given line in different sections of the country.

Take hosiery, for example. In the New England section, the average rate of turnover is four times per year. Just east of the Rockies, it is less than 2½ times. On the West coast, it is over 3½ times. One state has an approximate turnover of five times per year for this class of merchandise.

This situation shows the necessity for thoroughly understanding marketing conditions. Good Housekeeping will be glad to discuss your marketing and distributing problems with you.

Analysis of the advertising done in magazines and newspapers shows that the appeal of about 95% of it is made directly to women. Considering the powerful reasons behind this dominant appeal, it is easy to see woman's importance as a purchasing agent.

—GH—

The following extraordinary letter came voluntarily into the offices of Good Housekeeping. It is reprinted here because it makes an amazing omission.

"I am electrically equipping a home and of course want to buy the best. As the best always carry your approval I shall be pleased to receive your Approval List on the following items:—

1. Open end Ironing Machine.
2. Electric Sewing Machine.
3. Built in the Sink Electric Dish-washer.
4. Built in the Laundry Trays Electric Washing Machine.
5. Clothes Dryers, Hot Air, Steam, Hot Water, Gas, etc.
6. Electric Ranges, preferably all white enamel.
7. Electric Refrigerators.
8. Electric Ice-Cream Freezers.
9. Electric Utility Beaters for eggs, cream, etc.

Also Electric Meat Grinders.

I enclose four cents in stamps for postage and thank you for the assistance you will give me.

Mrs. E. W.,  
Cleveland, Ohio.

You will see that this letter makes absolutely no mention of lighting fixtures. It is an eloquent commentary on the failure of the lighting fixture manufacturers to make the consumer conscious of their products.

—GH—



From 1920 to 1923 inclusive, Good Housekeeping carried more food accounts than any other woman's magazine.

During 1923, there were 23 new food accounts developed. Of these, Good Housekeeping received 14, the next magazine received 7, two magazines received 5, one magazine received 2 and the last received one.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 West 40th Street, New York.

# Dividends of Service

Most newspapers are published to make money, to return dividends to owners or stockholders.

One newspaper, The Christian Science Monitor, has no individual ownership, no stockholders, and is published to give to the reading public a clean, truthful newspaper, unprejudiced, controlled by no political or financial interests, constructive in all its aims and policies.

This is just one of the reasons why the Monitor is a logical advertising medium for national advertisers—for big business enterprises, whose hopes of success and prosperity must rest largely upon conditions of world peace and business stability.

Among the well-known national advertisers represented in The Christian Science Monitor in April were:

Domino Sugar  
Hanan Shoes  
California Peach & Fig Growers, Inc.  
Cantilever Shoes  
Mark Cross Leather Goods  
Oxford University Press  
Browning King & Co.  
Dix-Make Dresses  
Togards  
Interwoven Socks  
Bastian Water Heaters  
Nucoa  
Collins Nurseries  
O R S Player Rolls  
Tobler Swiss Chocolate  
Parker-Made Marmalade  
Herrick Refrigerators  
Campbell Fireless Cooker  
Nainbal Union Suits  
Stone & Webster  
Morses Chocolates

Pepsodent  
Armand Cold Cream Powder  
Pittsburgh Plate Glass Co.  
Estey Organ Company  
Lea & Perrin's Sauce  
Naiad Dress Shields and Linings  
Western Pressure Cooker  
Jones Underfeed Stokers  
National Lumber Mfrs. Assn.  
Webster's Dictionary  
Aristocrat Lemon Soap  
Karnak Rugs  
H R H Dirt Solvent  
Mother's Gelatine  
Oldsmobile Sjs  
Essex Motors  
Willys-Knight Cars  
Overland Cars  
Reo Motor Car Co.  
Chandler Motor Car Co.  
Lincoln Motor Company

*and many others*

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## The Christian Science Monitor

*An International Daily Newspaper*

Published in Boston and Read Throughout the World

# Advertising Displaces Free Deals and Sampling in Iodent Campaigns

By *A. J. Lauttmann*

President, Iodent Chemical Company, Detroit

*Hoping to save the expense of advertising many concerns start out with the idea of giving free deals, concessions, generous supplies of samples or cutting prices to make up for the lack of advertising. They think that advertising is too expensive, yet the experience of the Iodent Chemical Company in breaking into markets like Detroit, Chicago, Cleveland and Buffalo seems to prove that it isn't necessary to either spend a huge fortune in advertising or to give special discounts, samples, or free goods to win distribution and sales in a hard fought field.*

THE Iodent Chemical Company was formed just five years ago and, in spite of the fact that a prophet is not expected to be very highly honored in his own country, we began operations in Detroit, where I had practiced for years. Not only were the offices and laboratory established in Detroit, but we made Detroit the field of our first efforts to market our product.

The first two years were occupied chiefly with the many details incident to launching a new company and a new product and hardly count in estimating the rapidity of growth of the popularity of our product, yet we have had 100 per cent distribution in Detroit for some time and Iodent now outsells any other brand of tooth paste in our home city. To be specific, in Detroit five tubes of Iodent are sold to every four of the next best seller, three to one of the next best, and a fraction more than the next three brands combined; this in spite of the fact that in the same territory, one manufacturer is spending \$1.43, another eighty-nine cents and the other three sixty cents each to every dime we spend for advertising.

During the early months of our existence as a company, we gave a great deal of thought to existing conditions and practices in the field which we were entering and formulated certain policies which we have since followed. While I was prac-

ticing dentistry my patients frequently asked me to recommend a tooth paste and I often regretted that there was no one paste that I could recommend to all my patients, because each manufacturer made just one kind of tooth paste. We therefore were quick to take advantage of the trade opening to place two grades of our product on the market so as to meet the requirements of the two general classes; those who have teeth easy to whiten and those who have teeth hard to whiten. Both grades of Iodent contain the same amount of iodine, but the one contains a little heavier cleansing agent than the other.

## Thinks Samples Are Wasteful

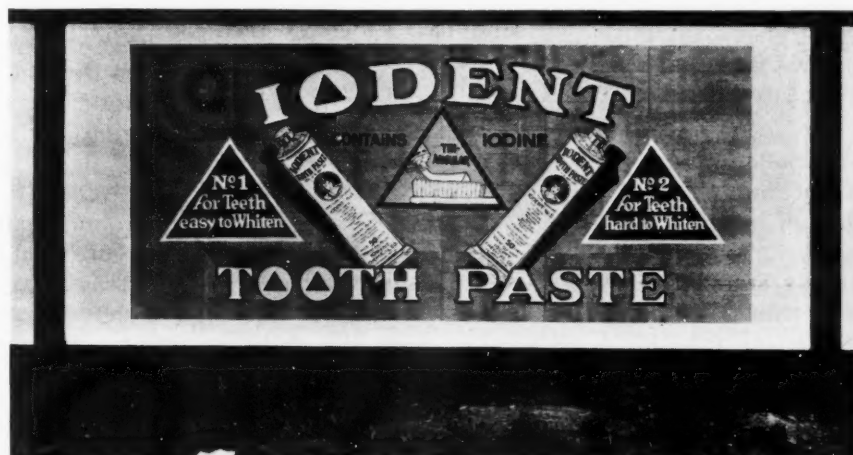
In analyzing the conditions which existed in our field, we determined to adopt the three-fold policy of earning a fair profit ourselves, giving the dealer a fair profit, and giving the consumer the best possible value for his money. In keeping with this policy, we would give no samples, no premiums, no price concessions, no free advertising, or anything else that would in any way

violate our principles as already stated.

The giving of samples, we found, entails a great waste and accomplishes little or nothing. There are many families in the country today who have not bought a tube of tooth paste for years, simply because some member of the family is in a position to supply them with all the free samples they need. Not only so, but a small sample is not a fair trial of a product and a large sample defeats its own purpose by affording too large a supply of the product. Needless to say, samples cost money and this money can very well be put into the product or passed on to the dealer in the form of larger profits. I have been interested in several articles that have recently appeared in one of the leading business magazines that take the same view of the question.

Perhaps I should modify the above statements by admitting that we do send two full-size tubes of Iodent to each registered, practicing dentist in a new territory which we are entering. The purpose of this is obvious and we submit these samples right from the laboratory to the dentist so that he may use them clinically and note their value. We do not give samples to jobbers, dealers, or the public.

Nor do we give premiums of any kind. We have just one product to sell and that product is Iodent tooth paste. We have nothing to give away.



Posters are an important part of the Iodent sales and advertising campaigns



Furthermore, we give no special prices to any one. We advertise our prices to the trade and, apart from the fact that discounts on quantity orders are of course larger, the prices are the same to every dealer, whether he does a big or a little business and whether he pushes Iodent or not. Our salesmen do not have to carry a note book to which they refer before entering the store of a customer to see what concession they gave him before. They gave him no concession before and they are not going to give him any concession this time, or the next time, or any time. Our prices provide a fair margin of profit for the dealer and that is all he should desire. The practice of throwing in a dozen or so tubes free with a large order, or making other concessions of any kind other than the established trade discount, we believe is harmful and defeats its own ends.

#### No Inducements to Dealers

By the same token, we do not reward dealers for arranging window displays of our product. We do furnish window display material and we are glad to cooperate with the dealers in every way to the end that they may have better displays and may sell more Iodent, but it is not incumbent upon us to pay them for displaying our product. The more they display it the more of it they will sell and the more they sell the greater will be their profits. That should be sufficient incentive for them to display Iodent as well as other goods which they have to sell.

This policy also applies to local dealer advertising. We advertise Iodent throughout the territory in which we are operating, but we do not pay any part of the dealer's own advertising to encourage him to advertise Iodent. We furnish electros, copy, and other aids, but we do not bear any part of the direct advertising cost.

It has also been our policy to "make haste slowly" in reaching out for more territory, although in one sense we have expanded quite rapidly. As I have already stated, we began operations in Detroit. We confined our activities to Detroit till we were prepared to take on more territory, then we entered Cleveland, Chicago, Buffalo, and so on, taking one city at a time and developing our market there thor-

oughly rather than trying to get a wider distribution in a short time. A plan has been to make our efforts intensive rather than extensive. We chose certain cities because of their geographical and commercial advantages and made each of those cities a center from which our influence was felt for some distance. When we enter one city, we soon begin to receive orders from surrounding towns and cities, then we enter another city some distance away with the same result, and eventually we have the entire territory in between and round about those centers.

We have made a practice of placing our product in a city before attempting to force sales there. Then when we are ready to undertake a sales campaign there, we begin with a campaign of street car advertising, at the same time notifying jobbers and dealers of our intention. After six weeks, a second card goes in the cars and our field representative goes down and takes charge. He visits the jobbers and dealers, telling them of what we have done in other cities, what we expect to do there, makes an analysis of the territory, arranges for our advertising, and takes small orders. He does not solicit business and he insists that those who wish to place orders at that time order only small quantities. We do not want to overstock the dealers at any time, particularly just when we are entering a new territory.

#### Developing New Territory

From the office we send a letter to each dentist in the territory, apprising him of our plans and enclosing a return post card for a tube of each grade of Iodent for his use and analysis. After caring for the replies, we send two tubes to each registered, practicing dentist in the territory, whether or not he has returned the card.

In the meantime, we are featuring street-car, newspaper, poster, and painted-wall advertising in the city and our field representative returns with a corps of salesmen and begins an intensive drive for bigger orders from customers and new orders from those who have not previously bought.

We have yet to sign a contract for national advertising of any kind. We do not have national distribution

and we do not believe it to our advantage to seek national publicity till we are prepared to take care of a national business. As a matter of fact, we get orders from all over the country—from all over the world, in fact—but we do not seek them. Of course we fill all orders, no matter what their source, even if it costs us more to ship the goods than we make on them. We have shipped Iodent to foreign countries at considerable loss, but we had rather bear the loss than refuse to fill the orders.

At the same time, our plan is to cultivate our territory intensively rather than extensively. Our "step-riser" campaign in Chicago is indicative of our methods. Every one of the 27,000 steps of Chicago elevated railway stations bears an Iodent advertisement, the "risers" being so arranged as to appear in logical sequence. It took six draftsmen two and a half months to prepare blue prints of all these stations and prepare the copy for the individual flights of steps, which range in number from one step to forty-eight steps to the flight. This campaign has produced highly gratifying results and has attracted a great deal of attention among other advertisers all over the country.

### Winchester Company Wins Trade Mark Decision

The Winchester Company, Inc., has been assured of the protection of the use of its trade-mark on all articles manufactured by that company as well as on guns and ammunition, according to a reversal of decision handed down by the United States Circuit Court of Appeals in the recent suit brought by Charles Broadway Rouss, Inc.

The Rouss Company claimed that the use of the well-known saw-tooth lettering of the name "Winchester" was their exclusive property as applied to certain articles. The court, in an unanimous decision, upheld the contention of Winchester that it had a right to use its own name in conducting its own business, and that the name now enjoys an extensive good-will that should be the sole property of that company. More than \$7,000,000 has been spent in advertising the trade name since 1901.

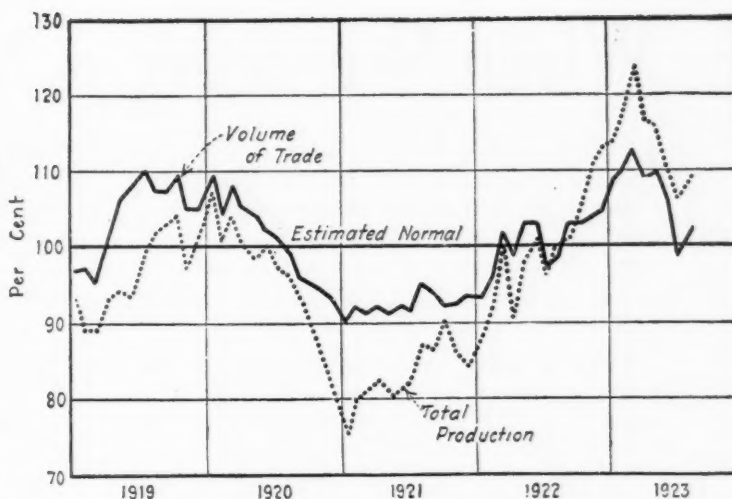
# TELL IT TO SWEENEY!

—Business Life Insurance

IN good years or bad, the mass of our population continues to live as usual. Meals are eaten, clothes are worn-out, dwellings are occupied, luxuries and pleasures are enjoyed, tastes are indulged, aspirations are born. Inflation or deflation, rise or fall, activity or stagnation never seriously affects the appetites, the standards of living and the purchasing power of Sweeney, the average man, the average woman, the average family.

The above chart pictures graphically the status of business for the past four years. The course of the black line is of the greatest significance because it demonstrates that even at the lowest depth of the 1920 depression, in January, 1921, the total volume of trade was off normal only 10%. Twenty-eight items were included in the composition of the index which describes this line. Despite the comprehensiveness of his index, the author, Carl Snyder, explains that it is not fully representative, as it excludes farm population and professional, domestic and governmental occupations. He says, "In absolute terms, the total industrial or economic activity of the country may vary not more than 5% above or below the computed normal line of growth, instead of the 10% above and below as here shown; but the shape of the line would be the same."

The chart confirms a principle that business men and advertisers are too often liable to forget: that the American public is a business institution that cannot fail!



The Computed Volume of Trade Compared With the Total of Productive Activity, Including in the Latter Building Construction, as Well as Mine and Factory Production—from "A New Barometer of Industry" by CARL SNYDER in *MANAGEMENT AND ADMINISTRATION* for December, 1923. Reproduced by permission.

And your business cannot fail, your product cannot die, your sales cannot stop, your market cannot vanish—if your business, your products and your identity are established in the minds and hearts and habits of the Sweeneys. For advertising addressed to the Sweeneys insures a market that can fail only with the failure of the country and the race.

NOT only are the Sweeneys the most stable market in the world, but the richest, and constantly growing in wealth and buying power. In *Collier's* of January 5, Harold Cary quotes Raymond B. Prescott, one of the leading economists of the motor industry, "Now figure the relation between that cost of living and wages. (The base in each case, or 100, is 1913.) The cost of living is 165. Wages are at 220. That is a spread of 55 points and to a great extent explains the phenomenal (motor) sales of 1923. Wage earners, those who are now stepping into the ranks of new buyers, have a much greater margin than they had in any other year since the advent of the automobile. That

means surplus. They put it into cars, I believe."

The 55-point surplus Mr. Prescott mentioned goes not only into cars but into everything. It is a new market for the manufacturer or advertiser who has vision and enterprise enough to sell these new prospects, the mass market, the Sweeneys.

Here in New York City is the largest, most concentrated and wealthiest mass market in the world—an inspiration and a challenge to the manufacturer who seeks growth, to the advertiser who seeks sales. To match this market is a mighty advertising medium, comprehensive, effective, economical—THE NEWS, with the largest daily circulation in America, bought by two of every five buyers of morning newspapers in New York City. Tell It to Sweeney, now, in THE NEWS.

"Tell It to Sweeney" has been issued in folder form. Write for the series on your business letterhead.

## THE NEWS

*New York's Picture Newspaper*

25 PARK PLACE, NEW YORK

7 S. Dearborn St., Chicago

**The Largest  
DAILY Circulation  
in America!**

DAILY Average 717,158  
SUNDAY Average 709,816

February, 1924

# When We Start a New Magazine

IT is sometimes said, with delightfully exaggerated naivete, that the Macfadden organization starts a new magazine every day.

Of course we don't do that—we wish we could. And we would, under certain conditions and with certain reservations.

The first thing we ask of a magazine that exists in our minds only as a possibility or an idea is, "*Will it be a Macfadden magazine in every sense of the word?*"

That means, "Will it lend itself to the expression of that ideal which is the distinguishing characteristic of each of the magazines published by us?"

A year and a half ago we took up the suggestion of publishing a magazine that would contain nothing but detective stories.

A tentative table of contents was made up—a dummy was roughly sketched out—we made inquiries among our editorial force, our circulation men, our distributors, our advertising department.

It looked like a good idea, despite the fact that we would have some pretty stiff competition. For the idea, after all, was not new. There are many magazines on the stands which publish detective stories.

Then, recently, it came to us!

TRUE detective mysteries!

There was not such a magazine—and our experience has shown us that what people of today want—what they thirst for—is the TRUTH.

From that name we evolved the newest Macfadden Publication—TRUE DETECTIVE MYSTERIES—and from reports we are getting from the men in the field, it is going over with a wallop.

Of the first issue, which is now on the stands, we printed and distributed 250,000 copies.

That's a larger print order than the average magazine succeeds in getting in ten years—it's the print order we *begin* with and the returns on TRUE DETECTIVE MYSTERIES will probably be negligible.

You must admit that it requires courage to print a quarter of a million copies of a magazine that the public did not know existed until they saw it on the stands—until they read our advertising in the newspapers.

But we can safely do that because we have efficient news-stand cooperation, and thorough distribution.

We haven't won that cooperation or obtained that distribution in a day.

It is ours because the wholesalers and the dealers know that a Macfadden magazine moves off the stands and holds its readers by virtue of the fact that this organization has learned from experience, bought and paid for, what the public wants.

That's the best kind of cooperation to give any kind of a dealer—give him a product that sells.

As for advertising, in the first number of TRUE DETECTIVE MYSTERIES we carried 9,538 lines of paid business.

Many old established magazines don't carry that much lineage—and almost every one of the advertisers in this new magazine wants visible, tangible results in the way of actual orders.

Why do mail order advertisers come into a Macfadden Publication—into the very first issue—before they have anything to go upon except the name of the magazine, a general description of it and the fact that it is published by us?

For the same reason that the dealers get back of it.

They know it is pretty certain to be a success.

We start a new magazine, then, when we know that our idea is sound; that it conforms to the fundamental idea which runs like a thread through our whole product.

We know a new magazine, so conceived, will have an honest distribution and that through the cooperation of our dealers it will reach its public.

And that's all there is to that.

## MACFADDEN PUBLICATIONS, Inc.

Macfadden Building, New York City

TRUE STORY  
PHYSICAL CULTURE  
TRUE ROMANCES

METROPOLITAN  
TRUE DETECTIVE MYSTERIES  
DANCE LOVERS

MOVIE WEEKLY  
DREAM WORLD  
MUSCLE BUILDER



# Business Fakirs

The Second of a Series of Articles on this Subject

By David H. Colcord

**I** DESIRE to express to you my appreciation of the work you are doing in exposing the phrenologists," writes Donald G. Paterson, professor of psychology, of the University of Minnesota. "You are quite right that a persistent campaign must be carried on to counteract their propaganda. The present attitude of the modern psychologist toward phrenology is one of neglect. Phrenology has long since been discounted and is no longer treated seriously by scientific writers. The existence of practical phrenologists has forced psychologists to continue a discussion of the topic for the sole purpose of overcoming such superstitious beliefs held by misinformed students and others. No reputable neurologist today believes that there is any relationship between a depression or a bump shown on the skull and the function of the underlying brain tissue. Why don't you explain clearly and briefly to your readers how brain and other nervous tissues function? Once they get a clear understanding of the scientific basis of 'thought action,' they will be absolutely immune to the propaganda of the fakirs."

## Watching the Brain Work

Following Mr. Paterson's suggestion the writer interviewed a prominent surgeon in charge of one of the industrial hospitals of the U. S. Steel Corporation. He invited me to attend one of his clinics where he lectured to a group of internes. The operation observed was a fracture of the back part of the skull received in an automobile accident. As I understood it, an incision was made through the skull to remove a blood clot.

A large part of the lecture which followed reviewed the fundamentals of the anatomy and physiology of the brain, which with an actual view of a human brain alive and functioning, and the dramatic intensity engendered as to the outcome of the case, drove home the lesson a hundredfold stronger than ten years

spent over a textbook on the subject. It would be impossible for me to report the complete lecture, and there was a large portion of it which has no bearing on the subject of phrenology; however, it brought into relief a few fundamental facts regarding the structure of the brain which makes the "bump" theory of intelligence ridiculous.

For instance, he explained that the chief danger in the operation was the effect it might have on the organ of sight—as the brain center for sight is located in the back portion of the brain. (According to phrenology one would expect to find ideas on "progressiveness" packed in there!) He explained that the section of the brain above the ears controlled the muscular coordinations of the body—that injury to the left side of the brain might cause paralysis of the right limbs. Perhaps it is best to review his entire description of the function of the nervous system.

## How Sensations Are Carried

He explained that the nervous system of a man is composed of sensory nerves which carry impressions from the outside world to nerve centers, either in the spinal cord, the medulla oblongata, the cerebellum or the cerebrum. The impressions are received, or "picked up" by the senses—sight, hearing, touch, taste, smell and muscular sense. The central nervous system, the nerve centers, interpret the impressions received and send back messages through the motor nerves to the muscles directing them to act. Hence we have the higher brain centers within the skull known as the cerebrum, at its base the cerebellum, between this and the upper end of the spinal cord, the medulla, and the spinal cord itself. The nerves are the wires which extend from these "switchboards."

The brain and nerves are composed of white and gray cellular tissue which under the microscope resembles threads made up of millions of fibers. The surface of the

brain (cerebrum) which lies beneath the skull is made up of millions of networks of these "threads," resembling an extremely intricate "switchboard." There are mountains and valleys on its surface (fissures and convolutions).

To trace a sensation from the end of the finger to the brain and back to the arm to see how this sensation is carried, illustrates this function. One touches a hot stove. The heat stimulates a "brush" of nerve endings in the finger. The stimulation follows along the nerve up the arm very much as a blotter absorbs water—or better, the way powder burns along the fuse of a firecracker. It reaches the spinal cord. In the same manner it travels up a set of nerves in the spinal cord to the brain.

## Ideas Won't Increase Brain Weight

' As a passenger train picks its way through the network of tracks in a city terminal, so this nerve current follows certain nerve routes on the surface of the brain. Flashing back and forth over numerous nerve tracks, on the brain, constitutes what we call, thought. The brain directs an impression back along the motor nerves to the arm. It moves the finger from a hot stove. This whole process takes place instantly.

When the message traverses a chain of nerve it "burns" a pathway on the nerve tissue, leaving a scar, so that the next message of the same kind over the same nerve proceeds easier with less resistance, following a pathway, the "channel" of the scarred tissue. The same is true when the message runs back and forth over the network on the surface of the brain. When the scars become old, we have what we call "habit." Every idea we have is "grooved" on the surface of the brain by a certain combination of nerve routes scarred alike to receive the nerve "current."

One could have one million ideas without increasing the size and weight of the brain substance one fraction of an ounce, any more than

## *A Letter from Adolf Meyer, M.D., psychiatrist-in-chief, The Johns Hopkins Hospital*

My Dear Sir:

Notwithstanding all the efforts to demonstrate any valid foundation for the study of the head by measurements to get light on the brain, one has to admit that such correlations are exceedingly superficial, and when one comes to the brain itself one would be even more at a loss to make a sensible correlation between the form of the brain and the personality. It is not merely the form of the brain but especially the working of it and of the organism as a whole that should be studied.

We recognize of course the tremendous yearning of people to get all the knowledge and information there is, and it is deplorable that this desire is exploited with the help of advertisements and a type of catching charlatanism of undoubtedly clever but practically always unscrupulous people. Those of us who have worked the hardest in this field are probably most reserved and with very good reasons. The only effective way to overcome the nuisance is to spread correct information to take the place of what is nothing but "fortune-telling" and exploitation of the gullible.

Very truly yours,

(Signed) ADOLF MEYER.

a railroad track is increased in size and weight due to traffic over its rails. Furthermore only the surface of the so-called brain is nervous tissue—the balance is made up of blood vessels and other tissue that feed the nerves.

So much for the stuff that the brain is made of. Now for a description of this network of nerve tracks which we find on the surface of the brain. Nearly the entire surface of the "back" of the brain is the center for the organs of vision. A skull fracture here often causes blindness. It accounts for the "stars" one sees when one falls on the back of the head. The sides of the brain, the temporal lobes, are the centers for the movements of the limbs. An injury to the left side of the brain is liable to cause paralysis of the right side of the body. The section beneath the forehead is where the higher thought centers are located—"centers," understand, as the entire nervous system is involved in some sense with every thought one has.

### **Evidence Against Phrenology**

According to the phrenological chart, if one runs a hat pin through the back part of the skull, he would strike a "box full" of ideas on "progressiveness," or some such subject. According to fact and experience, he would be apt to interfere with the nerve centers of sight.

There are volumes of empirical evidence to prove that the size, shape and weight of the brain bear no relation to intelligence. One doesn't need to go far to find that

the elephant's brain is several times the size of man's, but the elephant is hardly as intelligent! It has been demonstrated time and time again that the brains of imbeciles are often larger than those of rational persons. The libraries are filled with evidence against phrenology.

Then why is it we will point to a bump over a man's ear, and say that the bump denotes "a well developed vocabulary"—when an operation on that section of the brain proves that it to be the center for hearing?

How does the average phrenologist operate?

### **A Phrenologist in Action**

When the salesman of the "secretive bump" referred to in the preceding article of this series was examined, the first thing the phrenologist did was to take a pair of steel calipers and measure his head at different sections of his skull, and on these measurements based his analysis.

Then, opening a book this analyst checked a list of thirty-nine characteristics in temperament that he found on this man's skull. According to a large chart the back portion of the skull denotes friendship, amateness, combativeness, conjugal love, etc.

The bumps on the side of the skull denote destructiveness, acquisitiveness, secretiveness, sublimity, cautiousness, firmness, hope; and right down under the gentleman's ear we find vitativeness.

Over the temple and upward we find constructiveness, musical, im-

pulsiveness, ideality, spirituality, emotion; and at the spot where the hair starts at the top of the forehead, we find a little of the musical, mirthfulness, suavity, locality, etc.

The phrenologist usually writes the measurements as he finds them. By measuring the skull with the calipers, he may find the section that has to do with parental love to be  $5\frac{1}{2}$  on a certain ratio; combativeness,  $6\frac{1}{4}$ ; cautiousness,  $5\frac{1}{2}$ ; self-esteem,  $6\frac{1}{3}$ ; spirituality,  $5\frac{1}{4}$ ; sublimity,  $5\frac{3}{8}$ ; calculation,  $5\frac{1}{8}$ ; tune,  $5\frac{1}{3}$ ; human nature, 7. These are all carefully checked in the book which I speak of.

### **"Measuring" Character**

The explanation of the terms and figures in this book follows:

"The scale for marking the relative strength and activity and conditions of the body, and the faculty of the mind, is from one to seven. They should indicate: 1, very small; 2, small; 3, moderate; 4, average; 5, full; 6, large; 7, very large."

"'Very small' is used when the organ is so small that the function is seldom felt or exercised in the character, and though existent and active with the rest, it seldom influences them as a motive power or moves in any important action."

Throughout the book is a classification, location, definition and subdivision of the phrenological organs which the analyst has checked on the skull of his patient.

The book which is checked so carefully is a stock proposition on the "Practical Utility of Phrenology," by L. M. Fowler, "Modern Phrenology," etc.

The Council of the English Speaking Union has decided to make the American and Colonial delegates to the Associated Advertising Clubs of the World Convention, with their wives and families, honorary members of the Union while they are in London.

The accommodations in the club rooms on Trafalgar Square have been doubled in view of the large numbers of overseas visitors expected this year. The English-Speaking Union offers to the delegates the use of their clubrooms while in London, and arrangements will be made for a membership card to be delivered to each delegate on his arrival.



# The Detroit Market



## Facts and Information Every Advertiser Must Have, Published by The Detroit News

**A** NEW book dealing with the latest and most authentic information about America's fourth city, its great motor and other industries, its people, their buying and reading habits, building progress and civic progress, is just off the press.

It will give you a new slant on the great Detroit market where wages, conditions of employment, population, growth and suburban develop-

ment combine to make it the ideal testing ground for advertisers.

The 1924 year book also contains a large full color map showing the results of a remarkable house to house survey conducted by The Detroit News, analyzing every population group and district.

If you do not receive this book in the mails, write for it at once on your business stationery.

## The Detroit News

News Square, Detroit, Mich.

*National Advertising Representatives*

I. A. Klein, 50 East 42nd Street, New York

J. E. Lutz, 1110 Tower Building, Chicago

*Over 280,000 Circulation Daily — Over 300,000 Sunday*





## *Selling Food Products in the Chicago Market*

**C**HICAGO housewives spend nearly a million dollars a day for food products.

To secure their share of the business in this great market, manufacturers and retailers have judiciously selected the newspapers of Chicago to carry their selling messages.

But what newspapers?

During 1923 the Chicago Evening American published more lineage advertising the well-known products illustrated above than any other Chicago daily newspaper. And the effectiveness of this advertising is proven by the enviable position these products hold in the Chicago market.

That the Chicago Evening American does move merchandise from dealers' shelves is further proven by the fact that during the first three months of 1924 it published more grocery lineage than any other daily newspaper in Chicago and alone carried practically half of the grocery lineage given all Chicago evening newspapers.

# CHICAGO AMERICAN

a good newspaper

# We Found a Better Way to Run Our Mailing Department

Inexpensive Plans Which Help Post Office Cut Corners and Save Eleven Hours in Delivery of Outgoing Mail

*By Carl Stone Crummett*

American Mutual Liability Insurance Company, Boston

**B**EFORE the war there were two things and only two that I can recall which could be bought for two cents—a yeast cake and a postage stamp. The price of yeast cakes went up and still remains at three cents, while the postage stamp is now at its old level of two cents. Today I can get more value probably for my money through the Post Office Department than in any other way I can spend it. I can send an ounce of paper and ink containing any message that I choose to write from Boston to any other city in the United States or as far as New Zealand for two cents.

There have been so many shafts of criticism leveled at the Postal Department for the inefficient handling of mail that when I was given the direction of the incoming and outgoing mail in this company I had serious doubts of any possibilities of improving it, but when I met the officials in our general post office and told them of my desire to help them get our mail through promptly, I was given every assistance, and the nearest thing I saw to red tape was the string they used for tying up bundles of letters.

## Speeding Outgoing Mail

Let me cite the ways in which we are cooperating with the post office for our outgoing mail, then I will show the ways in which the post office reciprocates. We eliminate four operations in our office which the post office ordinarily performs on outgoing mail: facing, canceling, primary, and secondary sorting. The canceling is accomplished through the use of a postage meter machine which prints a two-cent postage permit impression and which is accepted by the post office as canceled postage.

The facing of all two-cent first class letters as they arrive at the

postage meter machine is done by messenger boys or girls. These letters then go through the machine at the rate of 15,000 an hour.

We have arranged a mail sorting case composed of fifteen wooden letter trays each ten by fourteen inches and six inches deep and arranged in tiers, three trays in each tier; these cost us \$27.50. The fronts of these trays are labeled with the fifteen major postal routes out of Boston.

## Big Saving in Time

As mail comes from the postage meter machine it is thrown into this case. As the trays are filled, letters from each tray are tied in bundles and a label is attached to the top of each bundle which reads as follows:

All for \_\_\_\_\_  
From AMERICAN MUTUAL  
LIABILITY INSURANCE CO.  
245 State St., Boston, Mass.

To prove to ourselves that we were justified in going to the trouble of canceling and sorting as I have outlined, we conducted a test by sending twelve letters to six different branch offices of our company with the request that they return the envelopes to us, indicating on each the time they were received. Six of these letters carried two-cent stamps and were mailed in the regular mail chute within our building. At the time these were mailed the other six were sent out under the metered mail, sorted as described. All twelve letters were mailed from Boston at 5:10 P. M., Thursday, November 22, 1923. The results of this test are shown in the tabulation on the next page.

These tests showed that to the eight cities listed our system and cooperation produced an average saving of time in delivery of eleven hours and five minutes.

We figure our labor cost last year for handling all of our incoming and

outgoing mail—a total of nearly two million pieces—to be about \$0.0024 each. The labor cost of the facing, canceling, and sorting which we did cost us \$0.000048 more per piece than if we omitted this work.

A full realization of the service which we were receiving by our cooperation with the post office did not come to me until I visited the Boston South Postal Station and saw tons of mail arriving by the truck load. This was at 5:30 P. M. I saw two sacks being dragged around this huge pile and deposited in front of a mail-sorting rack into which were thrown, with incredible speed and accuracy, first class mail for final sorting. These two sacks which I saw contained American Mutual mail. They were immediately distributed and in a few minutes were thrown into pouches and taken directly to the mail trains.

## We Get Preferred Service

This view of our mail in transit at the post office showed me very clearly that the work which we had done in our office in preparing the letters in bundles gave us preferred service and that our mail did not linger in the post office.

I was told at the post office that first class mail sorted, bundled, and routed by any firm, as we are doing, would be expedited through the post office even though a postage meter machine were not used, but obviously not to the same extent.

The real reason why metered mail has the advantage over ordinary stamped mail is on account of its not being necessary to break open the bundles for cancellation.

Our daily average outgoing first class two-cent mail, exclusive of large advertising mailings, is about 1,000 pieces. When we have a mailing of 25,000 pieces or up, the process is the same except that we



This shows the cases for sorting outgoing first-class mail to branch offices and the bins for sorting incoming mail for inter-office distribution

Received in	Metered and Sorted Mail Arrived <sup>1</sup>	Regular Two-Cent Postage Arrived <sup>2</sup>	Hours Gained by Metered and Sorted Method
Philadelphia, Pa. ....	Nov. 23, 9:45 A.M.	Nov. 23, 10:50 A.M.	2 hrs. 5 min.
Baltimore, Md. ....	Nov. 23, 11:15 A.M.	Nov. 23, 2:15 P.M.	3 hrs.
Detroit, Mich. ....	Nov. 23, 3:00 P.M.	Nov. 24, 9:00 A.M.	18 hrs.
Burlington, Vt. ....	Nov. 23, 9:10 A.M.	Nov. 23, 3:20 P.M.	6 hrs. 10 min.
Pittsburgh, Pa. ....	Nov. 24, 8:30 A.M.	Nov. 24, 12:00 Noon	3 hrs. 30 min.
Minneapolis, Minn. ....	Nov. 24, 10:15 A.M.	Nov. 26, 10:10 A.M.	47 hrs. 55 min.*

\* Includes Sunday.

Again on January 10th, at 5:10 P.M. we mailed four letters with the following results:

Received in	Metered and Sorted Mail Arrived	Regular Two-Cent Postage Arrived	Hours Gained by Metered and Sorted Method
Binghamton, N. Y. ....	Jan. 11, 8:30 A.M.	Jan. 11, 2:40 P.M.	6 hrs. 10 min.
Atlanta, Ga. ....	Jan. 12, 10:30 A.M.	Jan. 12, 3:45 P.M.	5 hrs. 15 min.

put the bundled letters in sacks furnished by the post office.

Our problem of outgoing mail to branch offices has been greatly simplified, and economically too, by the use of thirty-nine wooden trays with metal extensions between them, arranged in seven rows, five tiers to the row, each of the thirty-five trays being assigned to a branch office with four large trays for the larger district offices. At the beginning of each day a printed manila envelope addressed to the respective branch offices is placed in each tray. When the mail is closed at the end of the day the accumulated letters are folded and inserted in the envelopes. This method does away with the usual haste and consequent confusion usually incident to the closing of outgoing mail. The cost of these trays, including metal extensions, was \$1.40 each.

The post office tells me that we are the second largest receiver, consistently month by month, of first class mail in Boston. To distribute

this mail accurately and with the least loss of time after it arrives in our office is a problem which we have solved by the use of two mail sorting bins and a mail sorting case.

As mail arrives from the post office it is dumped from the sacks

upon a table where clerks face it and separate from it all letters addressed to individuals. Letters addressed to the company are put through the envelope opening machine, and placed before the two clerks at the mail sorting bins. We are indebted to the John Hancock Mutual Life Insurance Company for the general plan of the mail sorting bins which we have adapted to our own use.

Our two mail sorting bins were made five feet long and deep enough to carry fifteen by nine and a quarter inch extension envelopes resting between metal partitions, the envelopes being kept distended with a button attached to each side.

As it is necessary to read a certain portion of the mail to determine to which department it be sent, three clerks do this work and write the number corresponding to the department's envelopes on the letter. These "read letters" are passed to the sorting clerk who rapidly distributes them to the proper envelopes in the bins.

Each individual in the company who receives mail has an envelope in the bin assigned to him. There are twenty-six of these. Half-hourly through the day a messenger takes the envelopes with their contents of United States incoming mail from the sorting bins and distributes them to the various departments, and at the same time collects and distributes inter-office and United States mail. The use of the extension envelopes reduces the chance of error materially because the letters are not removed from the envelopes from the time of the first sorting till they arrive at the various desks.



The mail sorting bins for incoming mail for inter-office distribution are shown at the left; in the center is the case for sorting outgoing mail to the fifteen postal routes out of Boston; at the right is the sealing and canceling machine



# This Book Lifted Our Advertising Out of the Rut

A Campaign That Lingered on the Brink of Success Until a Single Piece of Printed Matter Put It Over

By *Bernard Douglas*

General Manager, A. Bourjois & Co., New York

**W**E had a problem. It was not a life and death problem, but was just as interesting to us as if it had been. We have solved it by publishing a book—and a rather small book at that. It's being read today, we know, by more than enough women to put it in the "best-seller" class. It is proving itself as strong a link in our chain of merchandising as we have ever forged. That it isn't a piece of hard-boiled "copy writing" is vouchsafed by the title—"What Every Woman Does NOT Know."

This was the problem. We had national distribution—but incomplete. In large cities and small you could buy Bourjois MANON LESCAUT Face Powder and kindred products of ours at some corners, but not at every corner. We wanted every corner. We wanted to do more business through the dealers we had, and still more business through new dealers. We wanted to double turn-over on two or three staple products and quickly build up a brisk business on newer and less known products. In short, we wanted to get out of the rut and secure broad and rapid expansion.

Our advertising, we considered, was about as powerful and thorough as we could make it. There are not, after all, many new things to say about face powder or perfume or rouge. We did not consider ours a "copy" problem, anyway. It might be striking to call rouge green, but it wouldn't be true.

We considered plans. An increased appropriation to carry on more advertising on the same old lines might have accomplished our object. A flood of samples might have turned the trick, and a rapid fire of handsome free goods offers to

course, but our relations with the jobbers were at a very satisfactory level which we thought unwise to disturb.

These methods are known to and used by every large advertiser in the country. They are all right.

They have worked. They will work. But done in the ordinary way they are becoming a trifle monotonous to all concerned.

Then somebody happened to think of Mr. Munsey. This gentleman's activities in the publicity world have been much in the public eye of late. They are making newspaper history, and to us occurred the Munsey phrase, as applied to his sweeping combinations of metropolitan papers: "We will retain the best features of each."

The best features of all our old methods, and one added feature, were forthwith set to work to solve our problem. And they did. We held to our current advertising and plans almost to the letter. We added three elements: A sample given to consumers on request. A series of conservative and profitable free goods inducements to a very complete list of druggists. A book, "What Every Woman Does NOT Know."

This was written by a woman, for women. Its author probably knows more about the open secrets of beauty than any one else in the nation. She wrote a life-time of experience into "What Every Woman Does NOT Know." She wrote it brilliantly—as she has written in our leading magazines for years.



A helpful book—with no increase in advertising—almost doubled Bourjois distribution in a month. This advertisement, in process colors, was used as full pages in women's magazines

dealers—not exactly a new idea—was considered. We discussed a mammoth campaign of free samples to consumers—samples of our newer lines—which would give the dealer an added impetus with our staple articles as well as the new ones. But the cost of this would be sky-high. We thought of the jobber, of



## The Sneering Section Says "Thumbs Down"

**W**HEN you send out your advertising message, will it rebound against the granite fronts of hardened indifference and crabbed suspicion?

Will it have to battle with the tight-fisted sneering-sections of the country, fighting all the while against prejudices and pre-conceived notions?

Or will you talk to the eagerly responsive cheering-sections of the country, the up-and-coming enthusiastic, youthful readers of the age-group between 18 and 30? The sort, for example, who every month read Photoplay Magazine from cover to cover?

Bear prospects are usually bare prospects. Tell your story to an audience anxious to hear it—the audience won and held by Photoplay.

## PHOTOPLAY MAGAZINE

*"Predominant with the 18 to 30 Age Group"*

**JAMES R. QUIRK, Publisher**

**C. W. FULLER, Advertising Manager**

750 N. Michigan Ave., Chicago 221 W. 57th St., New York 127 Federal St., Boston

The dealers received this book, in due course, for distribution to new customers and old. It was presented—not casually, not "free"—to every woman who purchased our Manon Lescaut Face Powder. Our "circulation" became country-wide in a month. In that month "What Every Woman Does NOT Know" was announced and fully described in every bit of our advertising from coast to coast.

A few days later we released a broadside to dealers announcing a very interesting special deal, based on the staple face powder and carrying inducements to stock or re-order a small assortment of sub-lines—the Ashes of Roses Series, specifically.

From that time to this we have been consistent in:

1. 100 per cent publicity for the book, "What Every Woman Does NOT Know."

2. Successive special deals to dealers based on essentially quick selling assortments of our toilette preparations.

3. A direct-by-mail offering of a sample to consumers sent for a few cents, with a copy of the book.

The only added outlay was the cost of the book itself. Not a penny of our annual budget had been disturbed.

### Profitable Results Secured

The results of our "book campaign" were markedly felt in its first week. In each succeeding week the returns to us and to our dealers have been increasingly satisfactory. Our book has done, and is doing, exactly what we expected of it. Turnover has been stimulated not only on our staple lines, but on the less firmly established products. From our direct returns from consumers we have learned that their interest has been definitely aroused—that we have succeeded in giving them not a piece of advertising but valuable and delightful information. From hundreds of dealers we have learned that a firm tie-up has been established between the store, the book, our products and our advertising. The number of dealers has almost doubled. Our merchandising system is running free, expansively, out of the rut.

If we ever write another book, it will probably be called "What Every Druggist Has Known for Years."

# They Proved that Advertising Pays!

IN 1920, when business collapsed, the Red Diamond Clothing Co. of St. Louis started to advertise. So as to prove just what advertising could do, the campaign was run in but part of their territory.

At the end of 1921 general business was still bad. But in the advertised territory Red Diamond sales were twice as good as in the field where no advertising was used.

Each year since 1920 sales in the territory covered by advertising have been far out in advance. In 1923 there was a difference of 44% between the two groups.

By this time Red Diamond was back upon a stabilized, normal basis. And by this time the wonderful force of advertising had clearly and

unmistakably proved its value to the Red Diamond business.

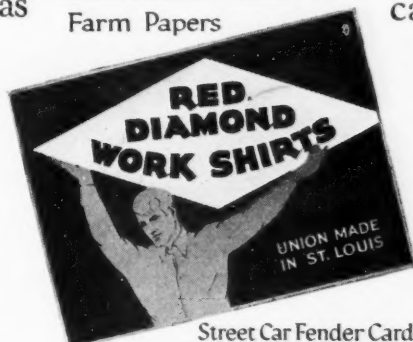
So in 1924 the campaign has been extended to include practically the entire Red Diamond territory!

Every business has its own peculiar problems. Likewise, every business has unique, individual possibilities that can be capitalized. It is our business to dig out these germs of success, and nurture them to full-blown growth.

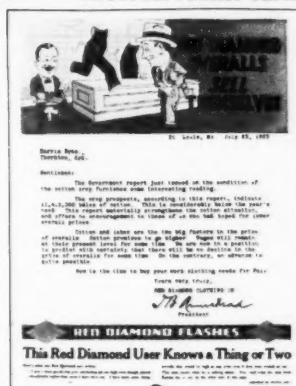
Maybe there is a germ of success in your business. Let us see if we can find it. It won't obligate you one bit to let us look. When may we come? Write, wire or phone us today.



Farm Papers



Street Car Fender Cards



Direct Mail to Dealers

## CHAPPELOW ADVERTISING CO.

1709 WASHINGTON AVE. ST. LOUIS

527 DIXIE TERMINAL BUILDING - - CINCINNATI

Member American Association of Advertising Agencies



# He Taught Salesmen the Knack of Helping Customers Pay Up

WITH the passing of Frank C. Letts the wholesale grocery business loses one of its most far-sighted leaders, and perhaps its greatest organizer. As chairman of the Board of Durand-McNeill-Horner Company, he was at the head of one of the largest wholesale grocery consolidations ever put through in the Middle West. As president of the National Grocer Company of Michigan, and the Western Grocer Company of Marshalltown, Iowa, he headed organizations which controlled fourteen wholesale grocery establishments in Iowa, Minnesota and Missouri, and fifteen in Michigan, Indiana and Illinois. In addition to his activities as head of these various wholesale grocery organizations, he organized and managed several vegetable canning plants and three coffee roasting establishments.

During the war Mr. Letts devoted most of his time to work for the International Red Cross, being head of the department of supplies for the organization.

Noted for the precision which characterized his business dealings, Mr. Letts was a pioneer in taking much of the slipshod financing out of the wholesale grocery business. Starting as a grocery wholesaler when only twenty years old, he soon realized that one of the curses of the business was the general custom of "carrying" a merchant, whose lax business methods prevented him from being able to pay his bills promptly.

In describing his credit policies, Mr. Letts often told a story of the failure of one of his first customers.

This customer was an Iowa farmer who had moved into a small town to educate his children. Having plenty of money, he decided, as many ex-farmers do, that the grocery business was a sure method of making more money. So this farmer went into the grocery business. At first he discounted all his bills. Later he

crop failure many of my customers have moved away owing me large sums. Others can't pay me a cent. I'm getting along in years and am bankrupt. I'll never forgive you for not teaching me better business methods, by forcing me to pay my bills when they came due."

While that happened early in the career of Mr. Letts, he never forgot it, and came to look upon every customer of his various enterprises as a partner whose business methods must be improved and watched, and who must be educated to the value of a strict credit policy. Many retail merchants all over the Middle West owe their success to the educational work done by Mr. Letts and his salesmen who were thoroughly trained to help their customers collect their accounts promptly so that they could, in turn, discount their bills.

At one time in the history of the grocery business it was not considered anything unusual for a wholesale grocery house to have outstanding three times the amount of one month's business. Mr. Letts thought this policy fundamentally wrong and started in to correct it in his own business. He often told

how his ideas were looked upon as radical, and how many of the salesmen thought that it would be business suicide to insist on prompt payments. When he began to insist on prompt payments one of his houses had on its books twice the amount of the current month's business. He set out to reduce this amount, hoping to bring it down to not more than one hundred and fifty per cent of the total monthly sales. Today many of the wholesale grocery

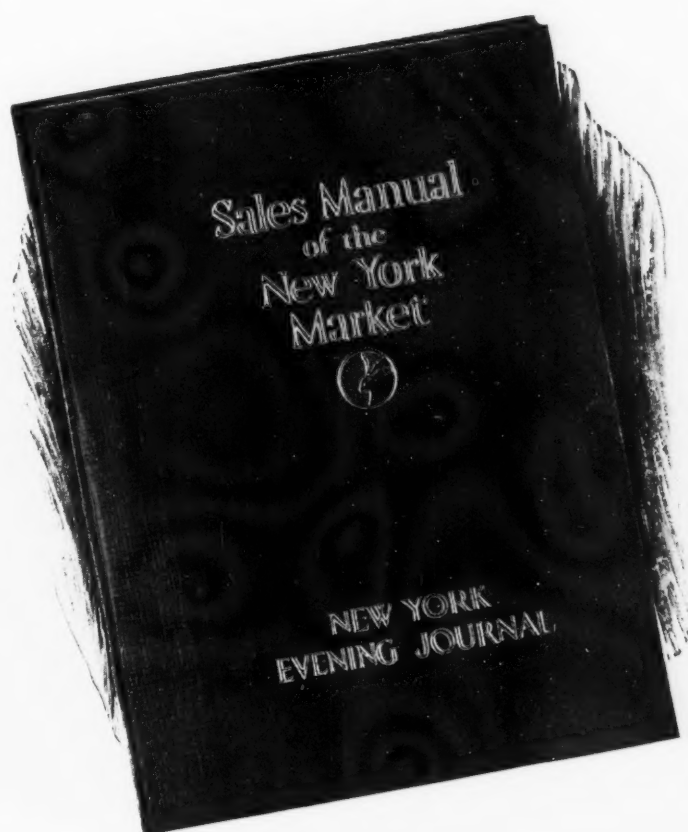


Frank C. Letts, late president, The Western Grocer Company

did not meet them until maturity. Finally he fell behind and Mr. Letts' company had to carry him. Crop failures came. The merchant failed. When Mr. Letts went to see him the merchant threw the entire responsibility for his failure on the shoulders of Mr. Letts. He said, "Frank Letts, you are the cause of my failure. You did not force me to pay your bills, so I did not force my customers to pay me. I thought everybody was honest, but since this

SALES MANAGEMENT FOR JUNE, 1924

# The only Sales Manual of its kind in America



**T**HE SALES MANUAL OF THE NEW YORK MARKET gives executives for the first time a comprehensive and practical study of this market from the selling angle. In one large volume it places all essential data on the desk of every man responsible for sales results.

Besides a wealth of statistics on consumer potential, a thorough study of the mechanics of merchandising and a complete tabulation of retail outlets for all trades, it includes an authoritative routing for every town and city in the market, as well as a copy of the Evening Journal's famous SALES MANAGER'S MAP.

This routing and map, checked by sales managers of many of the country's largest organizations, would *alone* make this the one indispensable book on New York.

Nothing to equal the practical value of this volume has ever been published. Unspared time, energy, research and expense have been put into it to make it the standard book of reference on the New York market.

## *Showing Wide Scope of Volume*

**The Market** As defined by department stores. Population comparisons with groups of states—with cities. Density. Income returns. Comparisons. Income groups. Manufacturing. Wages. Wage earners. Value of products. Trend of employment. Wages. Diversity of manufacturing. Population—Manhattan, Bronx, Brooklyn, Queens, Richmond, compared with cities. Population of merchandising sections. United States Census tables of age, sex, nationality of market by states, cities, towns.

**Merchandising Methods** Policy. Studies of nationality. Marketing investigations. Research work. Securing salesmen. Routing. Graphic routing of drug and food outlets. Scientific market records. Territorial layout for salesmen. Fieldmen. Reports. Window display. Example from campaigns. Window strips. Counter cards, best sizes and shapes. Example of windows. Trade news. Dealer good-will. Experiences of manufacturers.

**Retail Outlets** Outlets for men's wear, women's wear, grocery, drug, shoe, household, hardware, department stores, in five boroughs and suburbs. Inventories. Charts of successful campaigns. Automobile data. Complete routed list of all suburban towns and territory by train and automobile. Tabulation of outlets of every type. Population and character of community. Summary of outlets. Sales manager's map of New York market in pocket of book.

*A limited number are still available at \$5 each. Check should accompany order*

Room 21—2 Columbus Circle, New York, N. Y.

## New York Evening Journal

*America's greatest evening newspaper*

# Smooth Talkers

**A**BOUT a year ago the Sales Manager of a large manufacturing company came to Boston to select a man to replace his New England Manager, who was resigning to accept another position. We tried to sell the General Sales Manager on the idea of letting us cooperate with him in locating exactly the right man for the position. The District Manager knew us personally, knew our organization, and O.K.'d our proposition, but the General Sales Manager thought he would rather work alone. So he did. Finally he promoted a man in his own organization and went home.

After about four months, it became evident to everyone concerned that the new manager had not made good and could not make good. So the G. S. M. again came to Boston. We had another talk with him, but he had run some classified advertisements in the newspapers, received a number of replies, and interviewed several men. He couldn't see why he should pay us, and didn't. One day, when he had been in Boston about ten days, Mr. Fletcher went into the office and found there a man we had known for a long time as a "smooth talker"—very little ability, poor judgment, and unscrupulous. He informed us that he had been selected as District Manager, and the contract signed. The General Sales Manager confirmed this statement—and we said nothing.

In another four months, the company bought back their contract and closed their New England office. The sales had fallen off to a point where the business was unprofitable, the trade generally had been antagonized, promises regarding deliveries had not been kept, credits were in bad shape, and the company finally concluded that it had better get out of New England for a while until things calmed down a bit.

Several years ago, Elbert Hubbard said, "It is when we're green that we grow—when we think we're ripe, we're beginning to get rotten." William L. Fletcher, Inc., is a young, green, growing organization. We don't know very much about employment work, compared with what there is to be known; but it seems to us just a matter of common sense that any organization composed of reasonably well-educated, intelligent, sincere men and women ought to be able to do the job of picking men for responsible positions better than any individual employer can do it for himself. Two heads ought to be better than one. Sometimes five per cent of a man's first year's salary looks like a great deal of money to pay for a man—but you wouldn't sell any salesman now earning \$5,000 a year working for you to us for \$250, would you?

Every Sales Manager in this country is losing money hiring "smooth talkers" who can't produce when they get into the jobs. We have had pretty good luck eliminating this class of men. We handle "cubs" as well as experienced men. Our folder, "The Story of An Interesting Business" will help you to understand how and why we get results. Free upon request to employers.

*If you think you are qualified for a bigger, better job, why not write today for our folder, "The First National Employment Service"? It costs nothing and has meant a great deal to a great many men.*

**William L. Fletcher, Inc.**

**93 Federal Street, Boston, Mass.**

concerns controlled by Mr. Letts seldom have more than fifty per cent of a month's business outstanding.

Mr. Letts did not believe in excuses or alibis. One time he was trying to induce one of his managers to cut down the amount of outstanding accounts and was assured by this manager that business in his territory was different. He even went so far as to say it would be impossible to reduce outstanding accounts without making very severe inroads into the sales volume of the business. The manager offered many excuses.

"But his excuses were so good," explained Mr. Letts, "we had to fire him and get a new manager. The new manager set about educating the trade to pay more promptly, and in addition to reducing the outstandings from two hundred to about forty, he doubled sales during the same time."

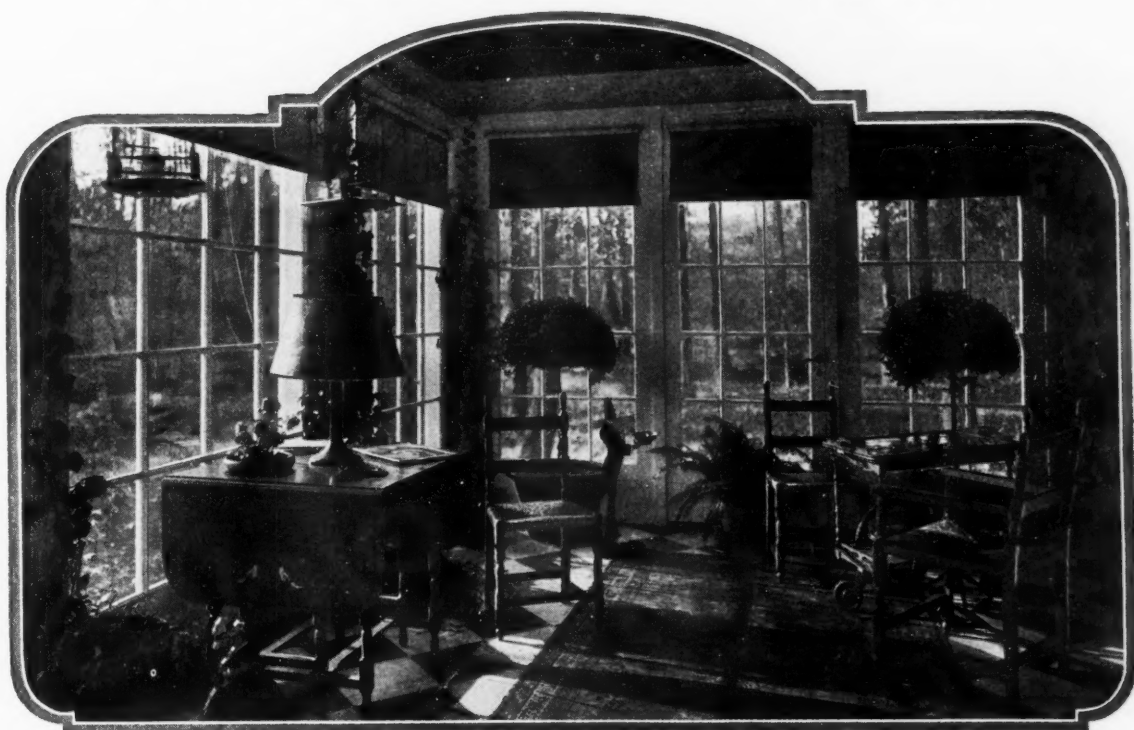
## Training Started Early

Mr. Letts' experience in the business world dates back to the time he was but twelve years of age, and attended school and held two jobs at the same time, starting work at four o'clock in the morning. It was his duty to meet an early morning train and drum up trade for his father's hotel. At five in the morning he opened, swept, dusted and cleaned a local store and remained there waiting on the first few straggling customers until six-thirty, at which time he went home for breakfast. Between seven and seven-thirty he reported back to the store and remained there until time to go to school. At noon he relieved the other clerk for half an hour, and after school he was back at the store until nine-thirty at night when the store closed.

A few years later when he was eighteen years old he came to Chicago and obtained a position in the wholesale dry goods business of A. T. Stewart at a salary of twenty-five dollars a month. Before he had been there a great time one of the buyers from Iowa noticed young Letts and offered him a partnership in a store at Marshalltown, Iowa. He made ten thousand dollars in profits the first year and then sold out and started a wholesale grocery business which was the beginning of the vast interests under his control at the time of his death.



# The Kind of Homes Where Fruit, Garden and Home Is a Welcome Visitor



**Y**OUR merchandising message is carried into an exceptionally responsive market when you use **FRUIT, GARDEN and HOME**.

In more than 408,000 homes—from modest bungalow to the more elaborate residence—**FRUIT, GARDEN and HOME** goes to the kind of people who *build* their own homes, *make or supervise* their own gardens and *grow* their own fruit.

Every one of these 408,000 subscribers (85% of

them home owners) and their families *read* this publication because of their especial interest in these subjects, and in all of the better things of life that these subjects imply—and they have the means to gratify the desires these interests create.

This, then, is the medium for *your* market—408,000 beautifully printed copies going into real homes. Actual press run, 450,000. Rate, \$3 per line. There are still a few days to catch the July issue.

**The Meredith Publications, Des Moines, Iowa**

**E. T. MEREDITH, Publisher**

**FRUIT, GARDEN AND HOME • SUCCESSFUL FARMING • THE DAIRY FARMER**

**CHICAGO**  
123 West Madison Street  
**J. C. Billingslea**  
Tel. Central 0465

**NEW YORK**  
342 Madison Avenue  
**A. H. Billingslea**  
Tel. Vanderbilt 5077

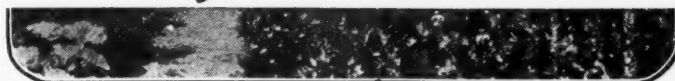
**KANSAS CITY**  
707 Land Bank Bldg.  
**O. G. Davies**  
Tel. Harrison 1023



**ST. LOUIS**  
1411 Syndicate Trust Bldg.  
**A. D. McKinney**  
Tel. Olive 43

**MINNEAPOLIS**  
617 Palace Building  
**R. R. Ring**  
Tel. Atlantic 6271

## Over 408,000 Subscribers



## Should it be "Surveys" or "Copy Genius"?

SO much has been said on both sides of this question lately that we feel the atmosphere needs clarifying.

"Know the facts. Safeguard your advertising by market surveys," says one school of advertising men.

"Surveys and statistics are needless," say others. "Men are the important factor in advertising success. Find the right copy man, and your problem is solved."

In our more than twenty years of general advertising agency experience, we have seen many very successful advertising campaigns that were based on facts uncovered thru survey statistics.

And we have seen perhaps fully as many advertisers headed fast for failure whose business was rejuvenated and made tremendously profitable by a new advertising appeal evolved by some "copy genius."

Just as water and food are both necessary to the welfare of man, so are market surveys and copy talent both essential to the success of advertising.

Voltaire well said, "We cannot wish for that we know not." And so those who belittle the importance of either survey work or copy talent admit their unacquaintance with its virtues.

The sound, experienced and well balanced advertising agency organization is equipped to apply both survey service and copy talent in just the right proportion to meet best the individual requirements of each advertising problem.



**JOHNSON, READ  
& COMPANY**  
INCORPORATED  
*Advertising*

202 SOUTH STATE STREET, CHICAGO  
Charter Member American Association of Advertising Agencies

## Hits Financial Snag Trying to Eliminate Middlemen

WRITING in "Advertising Fortnightly" for February, 1924, Irving Fain, then president of the Fain Knitting Mills, stated that retail prices charged in his stores were at least twenty-five per cent lower than prices charged in stores where knitted goods were sold through the manufacturer-to-factory, factory-to-jobber, jobber-to-retailer policy. Mr. Fain endeavored to show that a garment for which the mills received \$1.00 would eventually be sold to the consumer for \$2.98. Mr. Fain claimed that his plan of operating retail outlets for knitting mills reduced expense by shortening the path from maker to user.

In April the "New York Tribune" carried a story telling of the financial difficulties of the Fain Knitting Mills. According to the "Tribune" the management of the Fain Knitting Mills has been taken over by Sidney Worms, president of the Franklin Knitting Mills, and Albert S. Waitzfelder, president of the Waitzfelder Braid Company. This announcement came from Rodney Hitt, of Hitt, Farwell & Company, who have been bankers for the Fain Knitting Mills.

Whether or not these gentlemen remain in charge of the Fain organization is dependent upon the clearing up of the bankruptcy of the Navy Knitting Mills, another organization with which Mr. Fain was formerly connected, it was stated by Mr. Hitt.

In his article in "Advertising Fortnightly" Mr. Fain said, "Operating our own retail stores has been completely successful for us," yet the above statement seems to indicate that financial troubles have dimmed the splendor of the "complete success."

The fifth annual conference of the National Association of Office Managers will be held at Niagara Falls, Canadian side, June 12, 13 and 14. The program will include discussion of such subjects as: "The Office Manager's Responsibility," "Destroying Old Records" and "How to Meet the Demand for Office Help."



## Choosing the right Salesman

**I**N choosing the right salesman you would probably pick one man from all the rest *because he knew the field*. Having this background with the right personality and appearance, he should soon learn your product; then with his knowledge of the field reach the right men, in the right way—and make sales.

Your advertising, too, must be a salesman—particularly in these days when every cent spent must bring a good return. It's up to *you* to give it the right *personality* and *appearance*, to be able to put into the copy a *knowledge* of the product—but the Business Papers will carry the message.

Your advertisement in an A. B. P. Paper means that you are represented in, and by, a publication that *knows* the field—that you'd reach the men who are interested, in the way they like best at the time they're thinking of their business, and at the time they're ready to buy.

Make your advertising sell—dress it like the high class salesman it is, then route it straight through to the best prospects in your market. Your job is to sell goods—1924 is the year when this “job” needs Business Paper help as never before.

A. B. P.

“Member of the Associated Business Papers, Inc.,” means proven circulations, *PLUS* the highest standards in all other departments

**THE ASSOCIATED BUSINESS PAPERS, INC. Headquarters, 220 West 42d Street-NEW YORK**  
**Over 120 papers reaching 54 fields of trade and industry**



# Taking Some of the Mystery Out of Buying Photo-Engravings

## The Sixth of a Series of Twelve Articles on Printed Salesmanship

**I**N assembling the component parts that go to make up the finished piece of direct mail literature, none of us would attempt to defend the position that all art work is alike, that there is no difference in photographers, that one sheet of paper is as good as another, that the office boy can prepare as good a piece of copy as the trained copy writer.

We recognize, instantly, the difference between the punch that a Printz or a Hoffman can put into an illustration, and that of an attic artist one year out of art school. In fact we are rather finicky when it comes to selecting even the paper stock that goes into a letterhead.

But for some reason—and I wish some one would tell me why—engravings are engravings.

With a few notable exceptions, all that the average advertising manager asks of his engravings is that they be type-high and good for at least 100,000 impressions. Here we have something tangible like a cake of soap or a bar of steel! For some reason we associate the photo-engraving process with machine production methods, which turn out plates with all of the precision and accuracy of an automatic screw machine. Frankly, am I not right?

### The Mysteries of Ben Dey

That is just where most of us are all wrong! Photo-engraving is a personal service, providing a product that is made specially to order. There is as much difference in quality in the plates made by engraving houses as there is in bungalows built by different building contractors. It is true that the finished product is zinc or copper, a couple of nails, and a wooden block; but sight unseen, on the surface of that plate, is held the personality of an artist, exactly as temperamental, as capable of great skill or of careless technique as the man who paints on canvas. But we don't see it—and therefore assume that it isn't there.

Without exaggeration there is no

doubt but what the human equation enters more into the building of an engraving than into any other element that goes to make up the finished mailing piece. For example, let us examine, in more or less detail, only one of the various processes through which the average plate must go. Let's follow the process by which an ordinary line zinc is Ben Deyed. Notice how much the finished product depends on the skill and artistry of the Ben Dey man employed by the engraving house. Let us assume that our booklet advertises a line of women's dress goods—that our illustrations should illuminate the TEXTURE of the material, and that we have decided to have them done in pen and ink, with lights and shades and textures brought out by Ben Dey.

### "Leave It to George"

The drawing is given to the engraver with instructions to Ben Dey certain portions.

"What kind of Ben Dey?" asks the engraver.

"Oh, I'll leave that up to you," states the customer.

The engraving salesman then says to his Ben Dey man, "The customer leaves the Ben Dey up to you," and the job is begun.

First the print of the pen and ink is made on the zinc plate. The Ben Dey man places the metal plate on the copy-board of a Ben Dey shading machine. The plate is made fast on the copy-board, and the parts on the plate that are to receive the shading are left exposed; the other parts are masked out with a stencil or frisket of onion skin paper, or painted out with gamboge.

Note this: That great care on the part of the artist must be exercised in masking or painting over the parts that are not to receive the shading, otherwise the part on which there is to be no shading will be ragged, dirty and imperfect. This is no job for a two-thirds man or an amateur.

A Ben Dey film is now selected.

It is placed face up on an inking pad and inked with a roller and specially prepared ink. The lines, or Ben Dey pattern on the film, are in relief, so that it is very much like inking type for letter press printing. The inked film is placed, inked surface down, in an adjustable hinged framed holder, which holds it rigidly over the plate to which the print is to be transferred. The inked surface of the film is forced against the surface to be shaded, with pressing tools, an agate stylus or rubber rollers, with just enough pressure to make the film yield up the ink to the plate. This transferring of ink must be most carefully done in order to obtain a clean and uniform impression of the plate, otherwise the plate will show broken lines or characters. (And in the finished piece—the booklet on dress goods—the texture will appear to be poor in quality.)

As the film is on a hinged holder, the Ben Dey man lifts it from the work occasionally to see the results that he is obtaining. If more than one pattern is to be used on the plate, the same process of masking and painting out, and transferring must be carried out for each different film. After the shading has been completed, the masks are removed and all gum is washed off from the plate.

### Real Skill Needed

The work is that of a highly specialized workman. Although the technique of his profession has no place in this discussion, I have reviewed it in some detail to show how the human element enters into the manufacture of our engravings. The finished product that is delivered to us at a price of so much per square inch is more than zinc or copper. It is a work of art.

Although more than ninety per cent of the plates bought from photo-engravers are ordinary square or outline halftones, and zincs, every first class engraving house is equipped to give the advertiser a

# 687 sales vs 16 sales

—over 40 times as many

## One Hooven user says that he made—

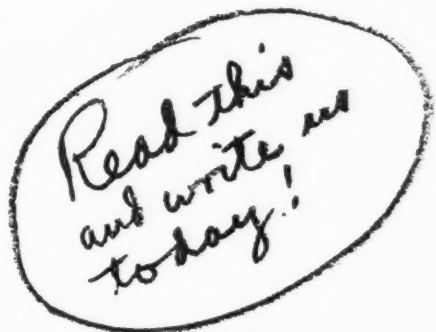
16 sales with \$1,000.00 spent another way; and then  
687 sales with \$1,200.00 in *genuine letters* (Hooven written):

## Another user says that he gets—

68% replies, with Hoovens; of which there are—  
10% orders; as compared with only—  
5% replies secured with former methods:

## Then—consider this remark—

"With 1 Hooven, I outsell 5 side-line salesmen."



With Hoovens you can write thousands of genuine letters, with carbon-copies, making it easy for you to handle large lists as readily as your stenographer writes a few letters.

Save 3 to 10 salaries  
with 1 girl  
operating Hoovens  
[automatic typewriters]

## We're proud of these users' comments:

"Hoovens are my best sales-aids."  
"Best of all sales-resistance breakers."  
"Sending 10 letters a day ahead of each man."  
"Doubles my salesmen's power to get orders."

## Another user's salesmen say to him—

"Keep those letters breaking-ground ahead of me."  
"Enclosing 5 carbons you sent; note the 5 orders."  
"Send the 1-a-day series to all my prospects."  
"Those 'hard-nuts' are buying; our letters did it."  
"That 1-a-day follow-up helps me sell more."  
"Thanks for those helpful letters; get orders easier."

## Another user says that —

27 girls typed a certain volume of letters; and now  
2 girls and 1 man, equipped with 9 Hooven Automatic  
Typewriters, do the same volume of personal letters.  
27 salaries replaced by three, saving 24 salaries this way.

## Let Hoovens strengthen your own personal selling power

Hundreds of successful sales executives are using Hooven-written letters as their personal sales aids. Their salesmen sell *more*, sell *easier*, sell *faster*, because of the intimate assistance of personal letters.

Think what it means: With letters going daily ahead of each salesman, his prospects are freshly interested; he is working at a tremendous advantage over the man who must "break resistance" first. He gets more orders.

Let us tell you more. Call us in soon.

## HOOVEN CHICAGO COMPANY

531 South Dearborn Street, Chicago

Telephone Harrison 9288-8634

### HOOVEN LETTERS, INC.

114 East 25th Street  
New York

### HOOVEN AUTOMATIC TYPEWRITER CORP.

Manufacturers  
Hamilton, O.

# A year ago-1923

## The Elks Magazine

carried  
7,676 lines  
of  
advertising



From "Printers' Ink" of  
April 12, 1923

### Volume of Advertising in Monthly Magazines

(Exclusive of publishers' own  
advertising)

FLAT SIZE		Lines
American .....		52,613
Red Book .....		32,438
Physical Culture .....		31,733
Cosmopolitan .....		28,519
Photoplay .....		21,820
True Story .....		20,939
American Boy .....		18,872
Sunset .....		16,846
Motion Picture Magazine .....		16,456
Success .....		16,011
Metropolitan .....		13,407
Hearst's International .....		12,541
Picture Play .....		10,153
McClure's .....		9,948
Boys' Life .....		9,516
Asia .....		9,088
ELKS MAGAZINE .....		7,676
Boys' Magazine .....		4,790

service far more comprehensive than this. We do not take advantage of it because a great many of us do not understand the fine points of engraving well enough to know what to ask for.

Take the possibilities with Ben Dey, for example. There are infinite possibilities for variety in illustrations and increased effectiveness by filing in flat surfaces with a stipple, a grain, lines or other shading. Effective backgrounds can be built up, original effects in border designs achieved, prominent features can be emphasized and unimportant details subordinated, large lettering relieved of unpleasant effects, blank spaces given life, etc.

### Tricks of the Trade

Ben Dey has unusual possibilities for color combinations, as several tones of each color can be obtained through only one printing of each color. It can be used for producing different gradations of color for printing with only one color of ink. Ben Dey will show one part of an illustration as solid, another part shaded heavily, another with fine shading—the three different parts showing up in different tones of same color on the finished piece.

The Ben Dey process is only one opportunity the engraver has of varying the style of your illustrations. He is ready to suggest other equally as good. Any engraver will gladly cooperate in planning and developing your mailing piece, making a fair charge for special service rendered, but it is obviously unfair and unbusinesslike for an advertiser to sponge ideas from several competing engravers with the expectation of paying for only the one accepted.

Have you talked to your engraver about the possibilities for getting a new note in your illustrations by double-printing? You will have noticed that when a line drawing is to be reproduced by the halftone process, the halftone screen greys the line and "whites." This can be overcome by cutting these lines, or lettering, in the plate by a tool after it is etched, or by deep-etching the plate to eliminate the screen in those parts. You can also have this overcome by double-printing, that is, the line in question, or lettering, is prepared separately by the artist as though only a line plate were to be made, while the copy for the half-

tone omits the lines or lettering, leaving spaces in suitable tones of color for it, and adding register marks to both copies to indicate the proper placing of one over another when making the print. The engraver makes the halftone negative from the halftone copy, and a line negative from the line copy, these being developed and stripped in the usual way. A print is then made on the metal plate from the line negative, and then with the halftone negative.

White lettering, or lines, may be obtained by double-printing. The copy is prepared as if for black lines. A positive is made from the line negative, and this is stripped in the proper place over the halftone negative, and a final print made on the metal from the combined negative. Unusually large lettering that is to print on the surface of the halftone may be included in the copy for the halftone negative and staged in on the print on metal before being etched, thus eliminating the screen on such lettering.

### How the Engraver May Help

Tints used as a background for lettering can be obtained by double-printing. Illustrations produced in flat tones are usually shown in silhouette effect, the tone of the color being optional, and the reproductions are made from drawings. In making such a plate a line negative is made of the copy the same as in making a zinc, and this negative is stripped in the usual way. Over it is stripped a plain halftone screen. The print on the metal is then made from the combined negative.

Talk with your engraver about the possibilities for securing contrasts by hand tooling (cutting out) the high lights here and there, and tooling backgrounds and burnishing (rubbing down) shadows.

Photo-engraving is a professional service, comprising more than the delivery of so many pounds of etched metal. Before blaming the engraver for a poor plate be sure that the defective reproduction is not due to the original copy furnished him, failure to specify the proper screen, rush on the make-ready in the pressroom, the despoilization of the price-cutting printer who has neither time, tools or ambition to do good work, incompetent pressmen, or unsuitable conditions of temperature in the pressroom.



# Agency Reports Show Big Gain in Advertising for 1924

A Portion of an Address by James O'Shaughnessy Before the Advertising Council of the Chicago Association of Commerce

LAST year, the advertising agencies which compose the American Association of Advertising Agencies, planned and directed the advertising expenditure of 5,000 leading national advertisers. The advertising appropriations of these advertisers averaged \$50,000 each, making a grand total of \$250,000,000.

All of that business was put out on the good credit of these advertising agencies. All of it was paid on the discount date. These same agencies will be given credit by publishers this year in the amount of \$300,000,000 and all of it will be paid to the publishers on the day it is due.

This may suggest to the business mind the character of commercial responsibility to which the modern advertising agency has attained.

The advertising agencies did a perfect job last year. The figures for the current year prove that they did.

That vast sum of money, directed through all the intricacies of intensive competition in modern advertising and marketing, yielded a return to the advertiser which satisfied him so abundantly that this year he has increased the amount to be entrusted to these advertising agencies by \$50,000,000.

## Advertising Must Progress

Without going further into detail, we leave this picture of the commercial value of the modern advertising agency on the desk of American commerce.

We will continue our work, not as we did it last year, but as it should be done in 1924. The advertising plan of last year belongs to last year. The advertisement of last season is only a souvenir of its time. Advertising is progress or it is not advertising.

Every season brings keener competition into the markets. The advertising and sales plans must advance with every market change and development.

The advertiser is not competent to handle the details of his advertising in the national field.

His advertising operation is only about three per cent of his business. And yet it calls for as much skillful attention as the other ninety-seven per cent of his business. He can no more handle his own advertising in the national field than he can handle affairs in law. Advertising agency service is the biggest bargain today in American business.

## Establishing Agency Credit

It is probably true that the advertising agents deliver more values to the progress and prosperity of American business than any other equal group within the range of commerce. And in percentage their compensation is less.

Yet in the face of that fact, now and then, an advertiser is discovered trying to force a secret rebate on the agency commission. They are all discovered, by the way. The rebate taker seemed to prosper in the old days while competition in advertising was less. He has nearly disappeared—chiefly through the channels of bankruptcy. I would advise the bankers of this country to inquire of their advertising customers whether they are taking rebates from their advertising. The answer to that question would make a good credit guide. No national advertiser can prosper today without the best full service the best agency can give.

Fortunately, the great bulk of business is handled by competent advertising agencies. That means that the advertising accounts will continue and that they will grow. It is important to the business of his country that so much of advertising is properly handled and it is also important to American business that the methods and practices of the principal advertising agencies are subject to fixed standards. You will appreciate the commercial importance of that when you consider that the average dollar in national advertising must produce one hundred dollars of sales to be successful. It

SALES MANAGEMENT FOR JUNE, 1924

and  
Now-1924

## The Elks Magazine

carries  
13,444 lines  
of advertising  
75.1 Increase

From "Printers' Ink" of  
April 10, 1924

### Volume of Advertising in Monthly Magazines

(Exclusive of publishers' own  
advertising)

Magazine	Gain	Loss	%*
American	2,723		5.2
True Story	27,090		129.4
Red Book		399	1.2
Cosmopolitan	3,230		11.3
Physical Culture		4,843	15.2
Photoplay	1,705		7.8
American Boy	2,498		13.2
Sunset	2,024		12
Motion Picture	2,231		12.5
ELKS MAGAZINE	5,768		75.1
Success		3,161	19.7
Boys' Life	3,206		33.7
Hearst's		33	.26
Picture Play	1,529		15
Asia	1,424		15.7
Metropolitan		4,362	30
Boys' Magazine	1,271		26.5
McClure's		4,020	40.4

\* The addition of percentages  
is ours



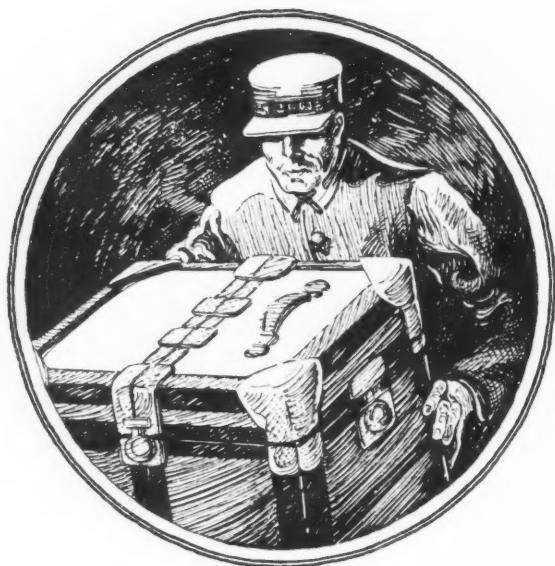
A Healthy Growth—  
A Healthy Medium  
for Your Advertising

The Elks  
Magazine

850,000

Identified Circulation

50 East 42nd Street, New York City



## What is your investment in salesmen's samples?

**S**ALESMEN'S samples while on the road are constantly in danger—unavoidable danger of loss, damage, theft.

Don't risk your *investment* too. North America Commercial Travelers' Baggage Insurance covers the samples of an individual salesman or of the entire force.

At small cost you can protect yourself against loss of the money invested in salesmen's samples.

Ask your Agent or Insurance Broker  
to get you this protection

## Insurance Company of North America PHILADELPHIA

Founded  
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your  
letterhead

Insurance Company of North America  
Third and Walnut Streets  
Philadelphia, Pa., Dept. X6

Name .....

Street .....

City ..... State .....

Wants information on Commercial Travelers' Baggage Insurance

must sell thirty-three dollars at the factory door. These same products must be sold again through the jobber and must pass through the hands of a retail dealer in order to reach the consumer. The size of the sale increases progressively to take care of the costs and profits of the jobber and the retailer. It can be seen from this that the members of the American Association of Advertising Agencies this year are entrusted with the promotion of upwards of \$30,000,000,000 of movement in American commerce this year.

These are the thirty best billions, because they are the most dependable and because good-will runs with every dollar of it.

And every dollar's worth of the product comprehended in that gigantic total reaches the hands of the consumer in a more satisfactory manner and at a reduced cost, because of the cycle of economies which properly directed advertising brings to marketing and selling.

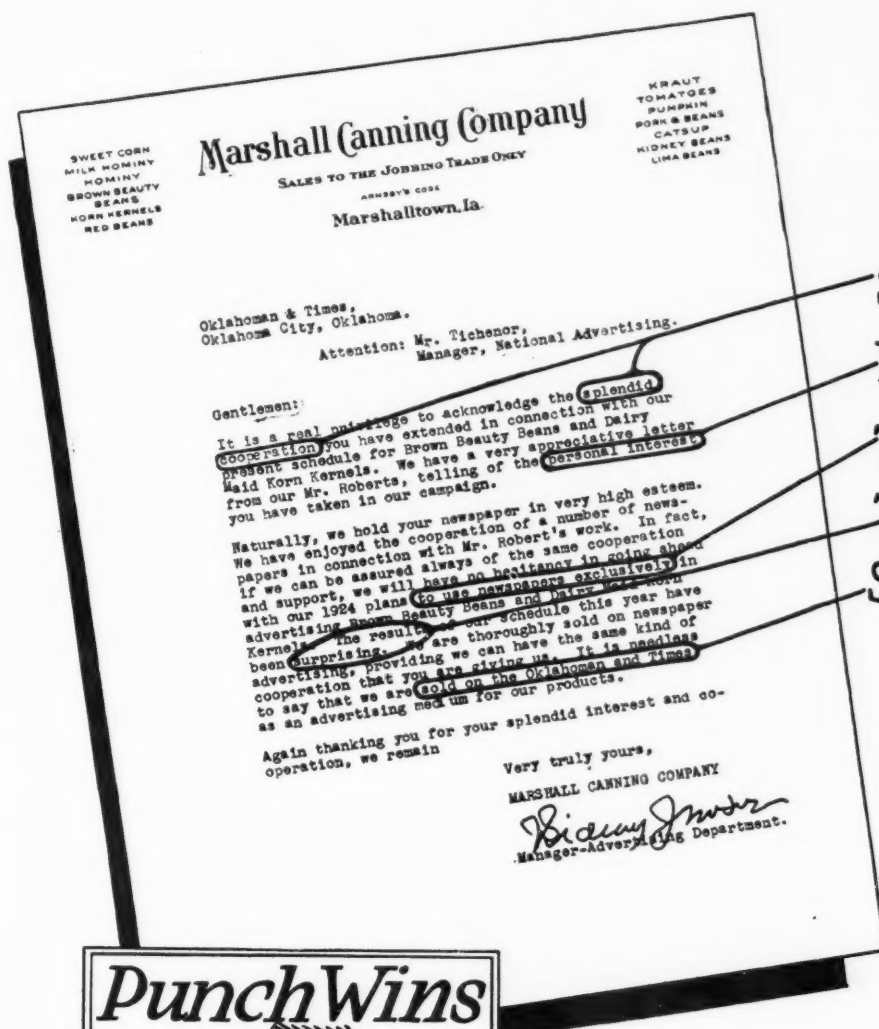
### Speakers Announced for A.N.E.A. Convention

The annual convention of the Association of Newspaper Advertising Executives, which is to be held at Columbus, Ohio, June 9th, 10th and 11th, will have on its program as speakers several prominent newspaper and merchandising men. At the session devoted to the discussion of local advertising problems, Joseph B. Mills, publicity director of the J. L. Hudson Company, Detroit, and James W. Fisk, merchandising counsel of "The Milwaukee Journal," will speak. "Developing More National Advertising for Newspapers" is the subject of an address to be delivered by William H. Thomson, director of the Bureau of Advertising of the A. N. P. A., at the meeting devoted to national advertising.

Harry T. Watts of the "Des Moines Register Tribune" will tell of the cooperative work being done among Iowa newspapers. The principal speaker for the general advertising session is Douglas V. Martin, Jr., promotion manager of the "St. Louis Globe-Democrat."

During luncheon periods representatives in the various divisions will have an opportunity to discuss problems common to each type of newspaper.

# Is Your Advertising Getting Results Like This?



Splendid Cooperation  
Personal Interest  
To Use Newspapers Exclusively  
The Result Surprising  
Sold on the Oklahoman-Times

## Punch Wins



Here's the OKLAHOMAN-TIMES Policy of Two-Fisted Cooperation

1. Notify dealers of current campaigns by mail.
2. Introduce salesmen to jobbers.
3. Give salesmen portfolios of advertising.
4. Induce dealers to tie up with advertising.
5. Distribute advertisers window material.
6. Furnish route lists.
7. Make market surveys and distribution checks.

A WEALTHY market, a responsive market, a large market, two dominating newspapers, and a two-fisted policy of cooperating with the advertiser bring forth letters like this constantly.

If you want to be assured the business of Oklahoma City and that of the entire heart of Oklahoma, let the Oklahoman-Times get squarely behind your product.

"Accounted For" will give you additional information regarding an unusual market and the newspapers that cover it completely

*The*  
**OKLAHOMAN & TIMES**

OKLAHOMA CITY, OKLAHOMA

Morning — Evening — Sunday

E. KATZ SPECIAL ADVERTISING AGENCY

New York

Chicago

San Francisco

Kansas City

Atlanta



**Those of You  
who want  
Prices  
or  
Information  
or any sort of  
Automobile  
Owner Lists  
or on  
Automotive  
Statistics  
will do well  
to write to  
our Office at  
Nevada, Ia.**

*Cordially Yours*

*The*  
**Reuben H. Donnelley  
Corporation**

NEW YORK CHICAGO  
NEVADA, IA.

This booklet shows state and national totals of 8 different classifications of 14,000,000 automobile owners. Tells how lists are compiled and checked, gives suggestions for use of such lists, prices, guarantees and much other pertinent information. It is called "Automotive Markets." Send for free copy.



# Stepping Stones to Wider Distribution

How the Lone Consumer Often Acts as the Entering Wedge in Opening New Territory

**T**HE individual buyer, although he may be one of millions is none the less important and deserves more attention than he receives, is the opinion of a sales manager who has recently been appointed to that position from a place in the field as district manager.

"The trouble is," he says, "that we think of the individual consumer in terms of the smallest unit of sale, rather than in terms of his yearly consumption. Now let me tell you a little story to illustrate the importance of just one enthusiastic consumer.

## Word-of-Mouth Advertising

"Two or three months ago I met a very interesting chap on the train going from Birmingham to Meridian. We fell to talking about our business and he explained that he was in the tobacco business, introducing a new brand of cigarettes. He gave me a sample, explained some of the details of cigarette making and told me some interesting facts about cigarettes. I liked the brand and when I smoked the package I called for the new brand at the hotel cigar stand. The clerk said he was sorry he didn't have any because he said he had received several calls. A day or two later when I asked the same clerk if he had this new brand in stock he pointed to a half empty carton on the counter. That evening a friend of mine took dinner with me at another hotel and in the lobby of the second hotel I gave him one of these cigarettes. He liked them and induced the clerk in the store in that hotel to stock them.

"The following week over in Jackson I repeated the same performance at the Edwards House there. I know I was instrumental in opening three new outlets. About a month later I met the same fellow in the lobby of the Chisca at Memphis. I told him of the incident and he explained that he considered sampling one of his most important duties. He told me that he had never felt that

he was too busy to stop and give a likely looking smoker a short talk and a package of cigarettes, for, he said, that every sample properly presented will open up at least one new account, if the smoker decides to continue the brand he sampled. He explained that almost any shop will stock a brand of cigarettes to satisfy one good customer. Two or three good smokers trading at the same shop will keep a brand alive during the critical period while it is being established."

After thinking over what this sales manager told me I began to realize how perfectly true his statement was. Suppose this was a twenty-cent brand of cigarettes, and the average smoker consumes five packages a week. That means at least \$50 a year if he continues to smoke that brand. A thousand customers means a volume of \$50,000 annually. Now if they have ten or fifteen salesmen who can create two or three new smokers for their brands each week, it is easy to see that these men almost pay their salaries from their personal work with individual buyers alone.

## How Soap Accounts Begin

The sales manager of a soap concern told me recently how he creates new buyers and opens new accounts with retail stores simply through the judicious handling of the occasional individual enthusiast who writes in to inquire where a certain brand of soap may be purchased. He told me that he always sends a small box of soap to every one who writes in and says he is unable to buy this soap in his neighborhood. With this sample box goes a letter explaining that no dealers in this particular town or neighborhood are as yet handling the brand. In this letter he encloses a postcard and requests the recipient to fill in the names of one or two stores where he or she trades.

When these cards are returned a sample dozen bars of the brand are sent to the dealers mentioned with

# "Who's been here since I called last?"

Your salesman sits and worries while he waits to see the buyer. He may have to wait a long time; and the longer he waits, the more he worries. "Now, let me see," he asks himself "Who's been here since I called last?"



**The buyer**  
(the man your salesman is waiting to see)

He's been here, of course. Your man filled him up to the ears with enthusiasm when he sold him a month ago.

## Your competitor's salesman:

He's been here, too, and very much on the job. Perhaps he's blown holes in the buyer's enthusiasm over your line.



**The buyer's salesman:**  
He's always here. Good fellow—and all that. But the line he'll push is the line he knows most about. Ten minutes after your salesman leaves, this chap has forgotten all your salesman said.



**THE Problem:** How to keep the buyer enthused between your salesman's visits. How to transmit some of that super-enthusiasm to the buyer's salesman, so he'll just bubble over with it when he talks to customers.

**The Solution:** Good printing will carry your story down the line, without letting it cool off. It will keep the buyer enthused; will help him remember the advantages of *your* goods when your competitor's salesman opens up his sample case and starts his big guns working.

Good printing will tell the selling points of your product to the buyer's salesman. It can make them so clear that he'll "get" them without an effort. If he *knows* more about your product, isn't it likely he'll *sell* more of it?

Your printer is the best assistant salesman in the world. Good printing used regularly can lower your selling costs; help hold your line against com-

petition; help the buyer sell your goods more quickly, so he'll soon want to re-order.

Call in your printer. Ask him to show you how other live firms use good printing to boost sales and hold customers.

Good printing will make your message attractive, as well as interesting. Good printing requires good paper.

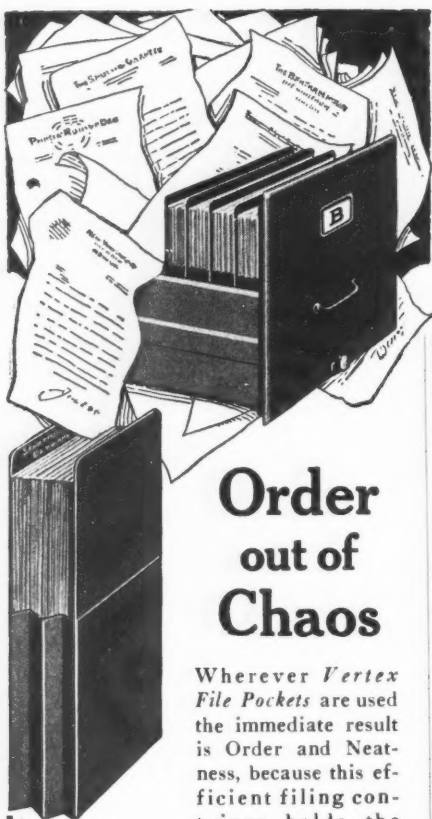
Your printer will tell you which of Warren's Standard Printing Papers is best suited to carry your story.



## WARREN'S STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required in printing, folding and binding.*

These books tell, in simple language, how to prepare effective direct advertising. You can have them, without cost, by writing the S. D. Warren Co., 101 Milk Street, Boston.



## Order out of Chaos

Wherever *Vertex* File Pockets are used the immediate result is Order and Neatness, because this efficient filing container holds the maximum or the

minimum number of letters in a close, compact manner that prevents their disarrangement.

# Vertex

VERTICAL-EXPANDING  
FILE POCKETS

are made of that tough, red rope stock, "Paperoid," which will outlast twenty ordinary flat manila folders. They always stand upright in the filing cabinet, with their index tabs in plain view. Their special expansion feature permits them to efficiently hold 3, 30 or 300 letters.

This is transfer time—your chance to try a *Vertex* Pocket at our expense. Send the coupon today.

**ALVAH BUSHNELL CO., Dept. E**

*Durable Filing Containers*

**925 Filbert St., Philadelphia, Pa.**

### CUT HERE

Please send for examination and trial a free sample of BUSHNELL'S "Vertex" Paperoid File Pocket, as described in June SALES MANAGEMENT.

Name of Firm.....

Address.....

Name of Person Inquiring.....

Letter size or Legal size desired?.....

If special size is required, send sample of sheet to be filed, and give width and height of drawer

To ALVAH BUSHNELL CO., Dept. E  
925 Filbert Street Philadelphia, Pa.

a friendly letter asking that dealer to put this carton on display in front of his cash register and watch it sell. The letter also carries the information that Mrs. So-and-So is a constant user of the brand and would like to make her purchases from this store if he only carried a fresh stock of it at all times. Hardly a week passes but what this sales manager opens up one or two accounts by this process. After the accounts are opened he starts feeding the dealer all kinds of ideas for special soap displays, soap sales and that sort of thing. Some of his best accounts today started through this simple, inexpensive plan.

For the past several months I have been keeping track of little incidents similar to the foregoing and I have found a surprisingly large number of sales executives who seem unable to think that the individual consumer is worth bothering about, except through mass attack. Too many of them are interested only in new jobber or retail accounts, hoping that the consumer will take care of himself.

### Getting Distribution for Shoes

The sales manager of a shoe house told me how one of his men closed an important deal with a buyer in a mid-west town of more than 100,000 population. This salesman had never been able to obtain a good outlet in this town and being unwilling to tie up the account with a weak store, he kept it open for more than two years. Finally in desperation he made up his mind that he would find somebody in the town who wore the shoes he was selling. "Hang it all, I know we have some friends among the shoe-wearers of this town!" he thought to himself, "but where are they?"

He started a canvas of all the leading shoe stores and shoe departments of the town, "Have you ever had a call for the 'Comfy' shoe?" he asked every clerk who came to wait on him. After an entire day's work he found that practically every store had received at least one call for this shoe, and in addition to that he found two clerks who remembered the names of the men who had called for the brand. He called each of these men on the telephone and invited him to come over and inspect his line and receive a pair of shoes from the house with his compliments. All he asked was

that the two men stop in at their stores and show the shoes to the proprietors or one of the clerks.

Back at the home office he had all records of inquiries searched until he found half a dozen from this town. These inquiries were all followed up by letter. The letter offered to send any size or style on approval. Two more orders were obtained in this way. The salesman again approached the buyer he had determined to interest. He sold a small opening order this trip and has since built the account up to the point where it has proved to be worth all the trouble he originally went to in selling it. The mere fact that four people in the town preferred this brand of shoes didn't impress the buyer so much as did the salesman's determination and his firm conviction that the line belonged in his store.

### Find the Consumers First

I talked with a salesman who has made a record with his concern in opening up new accounts in hard fought territory. This salesman had a plan for breaking the ice with dealers who had long refused to buy from the regular salesman on the territory. When he is assigned to close an important dealer, he writes the home office for all inquiries received from advertising from residents of the town where the dealer is located. When he arrives in town he calls on the people who have sent in inquiries before he ever visits the dealer. Often he finds that these people have already purchased a competitive article. Occasionally he is able to obtain an order right on the spot. Then when he calls on the dealer he has something concrete to show, whether it is an actual order or the record of an order that might have been.

This salesman confided to me that his big reputation for being a good closer of "halo" accounts was largely based on this plan. He intimated that the other salesmen could do as well were they willing patiently to follow-up these individual prospects as carefully as he did.

It seems to me that many concerns are far too willing to spend a couple of hundred dollars to obtain a new dealer, when it would often be easier to spend twenty-five or fifty dollars to obtain two or three customers for that dealer and then



**POSTAL TELEGRAPH - COMMERCIAL CABLES**  
CLARENCE H. MACKAY, PRESIDENT

**TELEGRAM**

TELEGRAMS TO ALL AMERICA      CABLEGRAMS TO ALL THE WORLD

STANDARD TIME

Form 2

**POSTAL TELEGRAPH - COMMERCIAL CABLES**  
CLARENCE H. MACKAY, PRESIDENT

**CABLEGRAM**

TELEGRAMS TO ALL AMERICA      CABLEGRAMS TO ALL THE WORLD

STANDARD TIME

Form 3

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Send the following Cablegram, subject to the terms and conditions printed on the back hereof, which are hereby agreed to.

## "THE PULSE OF THE WORLD"

*A dramatic portrayal of the business of world communication  
Done into an Industrial Motion Picture by the*

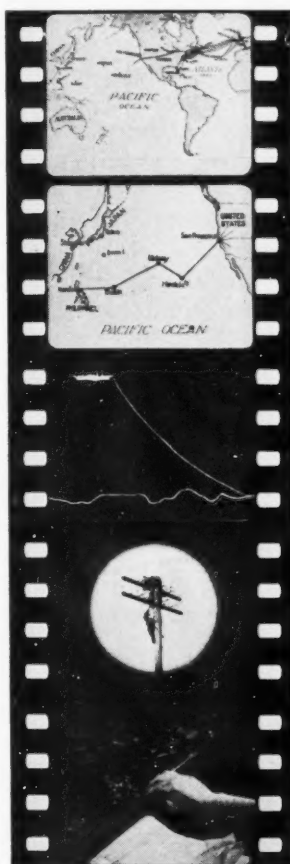
### Pathéscope Film Service

TELEGRAMS and cablegrams are the heart-throbs of the nations. In times of stress, when country calls to country; in private life, when messages of joy or sorrow, birth, death, or felicitation pass instantly from one individual to a friend however distant; in business, where transactions involving enormous sums of money, or merely a sales manager's instructions to his men in the field; in railroading, where train movements are controlled by the pulsating wires—everywhere the telegraph system is the world's nervous system, registering every sort of emotion, every heart-stir.

Mr. Clarence H. Mackay, president of the Postal Telegraph & Commercial Cable Co., and son of the founder of this great system, commissioned the Pathéscope Film Service to produce an Industrial Motion Picture that would visualize the amazingly intricate and extensive mechanical and human activities that are called into operation by the sending of a telegram or cablegram, so that his thousands of employees, his industrial and commercial customers, and the general public could have a clearer appreciation of this great business of communication.

No city is too great, no hamlet too small, to be beyond the reach of the telegraph and to be vitally interested in the picture, entitled "The Pulse of the World." But its principal showings are before the employees of the company throughout the world, and to electrical and engineering societies. Branch managers of the Mackay System use the film for educational and advertising purposes, by showing it at schools, churches, clubs and other organizations in their zones, and before Rotary Clubs, manufacturers' associations and groups of industrial and commercial customers.

The Pathéscope Film Service has produced many notably successful business films, for leading concerns in a wide variety of industries, of which we can list but the following few:



Alpha Portland Cement Co.	Mosler Safe Company
American Gas & Electric Co.	C. F. Mueller Company (Macaroni)
Atlantic City Electric Co.	National Cash Register Co.
Babcock & Wilcox Co.	Ohio Power Co.
Baldwin Locomotive Co.	Okonite Company
Franklin Baker Company (Coconut)	Owens Bottle Company
Bigelow-Hartford Carpet Co.	Otis Elevator Company
B'klyn Commercial Body Co.	Radio Corp. of America
Colgate & Company	Robins Conveying Belt Co.
Commercial Cable Company	John A. Roebling Company
Foamite-Childs Corporation	Standard Textile Prod. Co.
General Electric Company	Tidewater Oil Sales Corp.
Hills Brothers (Dromedary Dates)	United Light & Railways Co.
Int'l. Mercantile Marine	U. S. Cast Iron Pipe & Foundry Company
Kirkman & Sons	U. S. Finishing Company
Lock Joint Pipe Company	Westinghouse Lamp Co.
McGraw-Hill Company	

We bring to this work years of successful experience, a well-balanced, adequately financed organization, a permanent staff of skilled writers, directors and cameramen, and a modern laboratory thoroughly equipped. Every step of the work is done by ourselves—we assume undivided responsibility—write the scenario, take the picture, make prints on either "theater" or "Safety Standard" film, and assist in arranging adequate distribution.

Our service is supplemented by our own projector, the New Premier Pathéscope, *so exquisitely built* that its large, brilliant, flickerless pictures amaze expert critics. It can be used anywhere, any time, by anyone, without violating state, municipal or insurance restrictions, and every machine bears the Approval Seal of the Underwriters' Laboratories, Inc. It weighs 23 pounds, and can be carried in a small suitcase.

*Specific uses for Industrial Motion Pictures are innumerable and peculiar to each business. We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and what we can do for you.*

INDUSTRIAL FILM DIVISION

**The Pathéscope Company of America, Inc.**

Suite 1824 Aeolian Building, 35 West 42nd Street, New York

Willard B. Cook, President

Agencies in Principal Cities



## Letters of a Plain Advertising Man to Sales Executives

May 31, 1924.

Dear Mr. Sales Executive:

One national manufacturer that I serve has for years put on my shoulders the job of editing his house magazine, which runs to editions of 65,000 copies. I'd be pleased to send you specimens of recent issues.

For another manufacturer whose advertising I do not handle I have just completed a compact seven-pamphlet course in Salesmanship to be used by his general agents in training young college men to sell the product.

Another manufacturer was recently urged by me to use in his trade-paper space an offer of a small quantity of his product for testing purposes. One of the publishers protested against this form of advertising. He argued that his readers were of the most exclusive sort and didn't reply to advertisements. Much to my satisfaction, the response to this offer has been generous and the jobbers have followed up the requests with excellent results.

Inquiry costs for another advertiser show an average of \$2.10. His strongest competitor—a much bigger and older concern—is said to have an inquiry cost exceeding \$2.50.

A cooperative calendar plan that I originated for a cement manufacturer placed with dealers in 1923 an edition of 100,000 calendars, without a penny of cost to the manufacturer. This plan has now been in operation six years.

These undertakings and suggestions are listed to show the variety of an advertising agent's service.

There is to me nothing novel, exclusive or mysterious in advertising agency service. I apply just the same thorough, earnest methods that I used in the years when I served as advertising manager and had to justify my expenditures year after year. I don't claim to be able to solve every sales problem but can offer an active experience of twenty years.

I take hold of only those enterprises to which I can give close personal attention.

*S. Roland Hall*  
**Advertising Agency Service**  
Easton, Pennsylvania

depend on the customers to help sell the dealer.

Several years ago Edward Jordan wrote a letter to all salesmen for Jordan dealers and told them they could make \$10,000 the following year if they would concentrate their efforts of getting names of prospects from Jordan owners. Mr. Jordan is an old "hand" in the automobile business and knows the value of following up every user for new leads. Too many salesmen have a tendency to forget the customer once he has been sold, particularly when he is sold an article similar to an automobile, piano, washing machine or other device that the average buyer doesn't buy every few days or weeks.

I once knew an advertising specialty salesman who had a clever idea for following up old customers. Whenever he sold a specialty he always made it a point to call a week or so after the specialties had been delivered and mailed out by his customer. He found that the average concern which sends out specialties such as mechanical pencils, pocket-books, paper weights or desk novelties invariably receives a number of letters from people who write in to thank them for the little gift. These people who are impressed to the extent of writing a letter of thanks are corking good prospects for similar specialties to advertise their own business.

### Customers Create Prospects

In this way this salesman had a constant source of new leads which were far better than the leads he obtained from the "cold canvass" plan. He appreciated the value of the individual customer, knowing that one satisfied customer will invariably create live prospects among his own friends.

The sales manager of a furnace factory doing a national business, partly by mail and partly through local agents, watches mail orders very carefully to obtain names of important users. Recently the president of a large middle west publishing concern bought one of these furnaces by mail. The sales manager made a note of the name, and placed it in a follow-up file that would bring it to his attention ninety days later. When the three months had passed he wrote the publisher asking his opinion of the furnace. Back came a highly com-

plimentary letter, with the notation on the bottom that two of his employees were considering buying furnaces. Both these prospects were sold in less than a month and through one of them a progressive local agent was obtained. This sales manager tells me that many of his very best local representatives have been obtained through this plan of following up individual buyers for names of prospects and names of men likely to be interested in the local agency.

### When Users Multiply

One day last fall the sales manager of a concern which markets a food specialty direct by mail was talking with a friend. They were discussing the merits of the food. "Send a dozen packages of this food of yours to this address," said the friend, "perhaps it will do my father some good." A month later the sales manager received another order from his friend. Since then he has received perhaps a dozen orders from the same man, who sent one carton to his father, in a distant state. The father seemed to thrive on the food. He told a friend about it who decided to try a dozen packages and has since become a regular customer. Impressed by his father's confidence in the new food, the sales manager's friend decided to try it for himself. Through his influence one restaurant account has been opened, the proprietor of the restaurant becoming interested in the food by eating it himself. This sales manager tells me that he can trace at least six good customers to that little talk with his friend last fall.

The recommendations of a satisfied customer travel like the proverbial chain letter, and if properly followed up, the chain will add new links almost daily, every consumer link in the chain helping to add a link in the dealer chain, and so on and on until new wholesale accounts are eventually traceable to one enthusiastic consumer.

The United States Department of Commerce announces that Australia was the largest export buyer of passenger automobiles during 1923. The total number of cars exported during the year was 127,035. Australia bought 6,375 cars valued up to \$500, 8,835 valued \$500 to \$800, and 10,251 valued between \$800 and \$2,000.



# As an Executive, Suppose You Were Asked this Question?

**"What One Big Thing Does Your Business Most Need?"**

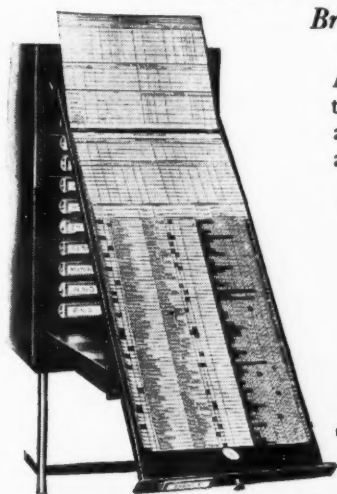
**Y**OUR answer would be found among these problems which are being put to our Planning Department daily—More Volume; Better Sales Control; More New Business; Reduced Production Costs, or Better Production Control; Better Capital Turnover through Reduced or Better Balanced Inventories; Better Collections or Better Purchase Control.

Thousands of good executives are getting at the definite needs of their business by a correct and speedy analyzation of these various factors. They are finding the weak spots and strengthening their leadership by the simple application of ACME VISIBLE RECORDS which reach to the very bottom of these problems. In short, the ACME CARD SYSTEM serves them as a high-priced efficiency counsellor at no cost.

The value of definite information which ACME VISIBLE RECORDS are supplying to the small industry is as great as their necessity to the large concern, where the control of these factors sometimes adds as high as 30% to 40% increased returns on invested capital.

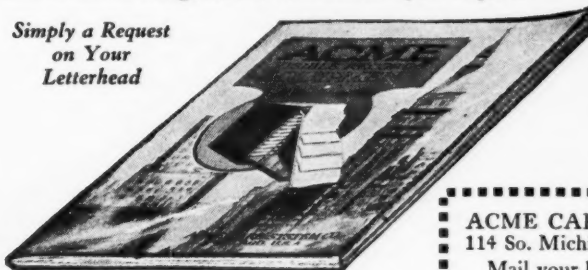
**ACME CARD SYSTEM COMPANY**  
114 So. Michigan Avenue, Chicago, Ill.

*Branches in Principal Cities*



A highly valuable booklet dealing with the application of the ACME SYSTEM will bring many new and profitable thoughts for your business. Sent free and without obligation to executives upon request.

*Simply a Request  
on Your  
Letterhead*



**ACME**  
**VISIBLE RECORDS EQUIPMENT**



**SALES DEPARTMENT**  
Instantly surveys Sales Conditions—uncovers Unlimited Opportunities.



**THE FACTORY**  
Speeds Production; Controls all Cost Records, including Time and Employment.



**PURCHASING DEPARTMENT**  
Instantly surveys all Markets; Balances Stocks; Reduces unnecessary Investment.



**CREDITS AND ACCOUNTING**  
Orders to the Factory more promptly; Prompt Invoices; Reduces Investment in Accounts Receivable.

**ACME CARD SYSTEM COMPANY,**  
114 So. Michigan Avenue, Chicago, Ill.

Mail your booklet including sample forms applicable to..... (Name Department)

Firm Name.....

Individual.....

Address..... S.M.624



# Business Developments of the Month

## Discounts to Chain Stores Upheld

The *National Biscuit Company* and the *Loose-Wiles Biscuit Company* were successful in appealing a Federal Trade Commission order directing these companies to discontinue the practice of allowing special discounts to chain stores on large orders. The U. S. Circuit Court of Appeals held that bakery products were purchased in an open competitive market, with the chain store managers competing one with the other.

## Important Trade-Mark Decision Won By Wahl

The makers of "Eversharp" pencils brought suit to prevent the *American Safety Razor Corp.* from registering the word "Eversharp" as a trade-mark for razors and razor accessories. The Court of Appeals of the Federal District held, in part: "The provisions of the Trade-Mark Act that no mark shall be registered which 'consists merely in the name of an individual, firm, corporation, or association not written, printed, impressed or woven in some particular or distinctive manner,' do not permit an individual, firm, corporation or association of another name to affect the goodwill of an established individual, firm, corporation or association, built up under his or its name, through adoption of that name as a trade-mark; that the real purpose of these provisions was to permit an individual, firm, corporation or association to register his or its name as a trade-mark provided that the registration be so accomplished as not to prevent a like use of the same name by others similarly entitled."

## Federal Trade Commission Says "Stop" to Sealpax

The F. T. C. has issued an order requiring the Sealpax Company to discontinue certain practices it used in effecting its standard price plan. The Commission's order reads as follows:

"That respondent cease and desist from directly or indirectly carrying into effect by cooperative methods a system of resale prices in which respondent, its customers and agents undertake to prevent others from obtaining the Sealpax products of respondent at less than the prices designated by it by:

"(1) The practice of reporting the names of jobbers and wholesalers who do not observe such resale prices;

"(2) Causing jobbers and wholesalers to be enrolled upon lists of undesirable purchasers who are not to be supplied with the Sealpax products of the company unless and until they have given satisfactory assurance of their purpose to maintain such designated prices in the future;

"(3) By employing its salesmen or agents to assist in any plan of reporting jobbers

and wholesalers who do not observe such resale prices for said products;

"(4) By utilizing any other equivalent cooperative means of accomplishing the maintenance of prices fixed by respondent for said products."

## 1924 Business Better in These Companies

According to F. Edson White, president of *Armour & Co.*, "Ordinarily in the packing industry the first third of the year is the poorest, but *Armour & Co.* this year has earned more than dividend and depreciation requirements and has handled an unusually large volume of business."

*Real Silk Hosiery* is maintaining sales and earnings at a high level; operations of the company's plants are at capacity in an effort to supply the demand.

Current gum sales of the *William Wrigley, Jr., Company* are running five to ten per cent ahead of those in the corresponding period of last year.

Net earnings of the *National Biscuit Company* for the first quarter were approximately five per cent better than for the same period of 1923. Last year earnings were the best in the company's history.

*Beech-Nut Packing Company* sales were twelve per cent higher for the first quarter this year.

The *Fleischmann Company* reports higher net earnings for the first three months, as compared with 1923; likewise the *American Chiclé Company*, whose net jumped nearly 100 per cent; both sales and profits of the *Postum Cereal Company* took an upward jump; net earnings of the *Corn Products Refining Co.*, in January, February and March were the best in four years.

The *United Drug Company's* sales the first three months were \$16,960,169, against \$15,725,992 in the 1923 period.

March sales of the *J. C. Penney Company, Inc.*, national chain stores, were 8.4 per cent better than for March last year, and for the first quarter were 19.2 per cent better.

Other chain store companies report sales increases for the first quarter:

	1924	1923
S. S. Kresge & Co.	\$18,350,359	\$16,894,962
McCrary Stores Corp.	4,799,871	4,256,144
Schulte Retail Stores Corp.	.....20% Higer	.....
F. W. Woolworth Co.	41,458,740	38,062,489

Sales of the *General Motors Corp.* for the first quarter totaled 210,914 cars and trucks, against 176,258 in the same period of 1923.

Another automobile company, *Nash*, increased net earnings approximately five per cent during the first quarter, and *Reo's* export business set a high mark for all time in the month of February.

The *American Telephone & Telegraph Company* for the first quarter reports earn-

SALES MANAGEMENT FOR JUNE, 1924

ings equivalent to \$2.88 a share, compared with \$2.85 a share for the same period last year.

The *United States Steel Corporation*, always prudent and conservative in its dividend declarations, recently declared regular quarterly dividends on common and preferred stocks, and an extra dividend of fifty cents a share on the common.

Salesmen usually get gloomy reports of business conditions from their customers, and need answering ammunition. Perhaps some of the facts above will help them.

## Ford Hitting 7,000 Daily

Ford retail sales in the United States (cars, trucks and tractors) from January 1st to May 10th totalled 757,021, or an average of slightly more than 7,000 every business day. This is 'way ahead of last year. The average for the first ten days of May was 8,385 cars a day. Detroit is full of rumors that Henry Ford is so optimistic about market possibilities that he will bring out a new Lincoln model, six cylinders instead of eight, to sell around \$1,050.

## Do Business Men Need Excitement?

Theodore Price, in *Commerce and Finance*, suggests that perhaps the very placidity of present conditions may be depressing to those whose experience since 1916 has accustomed them to excitement as a characteristic of activity. For years the average business man was rushing around—one minute trying to get a railroad official to lift an embargo, the next meeting a labor delegation—and dividing the afternoon between turning down orders from jobbers and retailers who ordered twelve times as much as they expected to get, and giving interviews to writers of "success" stories who wanted him to tell them how he got that way.

Now the business day is less hectic. The agricultural outlook is excellent—the government says that the harvest outlook is promising. On May 20th the members of the National Manufacturer's Association met in New York, and only five per cent reported any labor troubles. Industrial efficiency is increasing. The railroads are in excellent condition and goods are being carried with unusual despatch. Orders are filled promptly and goods are speedily delivered. Merchants are carrying very small stocks, and while this may be a source of temporary worry to manufacturers and wholesalers, it is really a healthy condition, and means much greater opportunities for the balance of the year than if stock shelves were groaning under a heavy load. Isn't it possible that we became so accustomed to frenzied inefficiency that we are finding it difficult to readjust ourselves to the truth that the less hurried method of conducting business, the British way for example, may be just as profitable, and will enable us to enjoy life much more?

# The Tail Does Not Wag the Dog

"If I had some Milk I could have some Mush, if I had some Meal"—that is the predicament of the advertiser who buys merchandising service and gets nothing else with it—and can't cash in on the merchandising service.

Substantially it is buying merchandise to obtain a whistle.

The result-getting factors of merchandising service are right relations with dealers, a record of fair dealing and downright advertising effectiveness that makes business for dealer and advertiser alike. The dealer *must* profit. Before he stocks merchandise he must know that it is backed by advertising that will move it.

The Chicago Daily News provides a highly efficient merchandising service for its advertisers, adapted to their purpose. The dealer's co-operation is enlisted upon a basis of good business and the basis of this good business is advertising in

## THE CHICAGO DAILY NEWS

*First in Chicago*

# Packer's Name-On-The-Label Policy Gains New Favor in Washington

Department of Agriculture revives agitation to stop private branding of package food products; Federal Trade Commission initiates warfare on Real Silk Hosiery Mills sales practices

NOW comes the United States Department of Agriculture with a contribution to what might be termed the symposium on selling that has broken in official Washington. The Agricultural Department, charged, incidentally, with the enforcement of the Federal Food and Drug Act, has always been very much on the fence with respect to what is known as the packer's-name-on-label proposition. For eight years past, Congress has been flirting with this idea of requiring every package food product to bear the name and address of the manufacturer, packer or canner. That sort of indication of the primary source of all goods, "own label" wares, and "store specials" included, would be a serious blow to private branding and state and national organizations of wholesalers and jobbers are up in arms against the whole idea.

Until this year the Department of Agriculture has been non-committal when Congress asked whether or not such a law would be a good thing. This spring, however, the Secretary of Agriculture, giving his opinion at the request of the Interstate and Foreign Commerce Committee of the House of Representatives, is more definite in expression. He says that the feeling of the Department is that there is advantage in any move having as its purpose the more complete enlightenment of the purchasing public regarding the products which it is purchasing.

The head of the Department of Agriculture in a confidential communication to the Congressional Committee predicts that legislation to require publicity as to the primary seller as well as the distributor "would undoubtedly operate toward correction of a practice all too common on the part of certain manufacturers of putting out their inferior material under labeling bearing no manufacturer's name or bearing the names of various sub-

sidary concerns organized for the purpose of marketing low grade goods and which give no idea as to who the real manufacturer is." He adds: "These manufacturers label their high class goods with their own firm names and thus escape the unfavorable advertising that would accrue if the purchasing public knew who was the actual manufacturer of the low grade material."

The sale's the thing. Thus might be paraphrased a new or newly emphasized attitude on the part of the national government. Not merely in one or two quarters, but throughout all the various administrative channels of the executive branch of the government there is a very manifest disposition to consider selling as self-sufficient evidence of the existence of "commerce." The new tack is going to operate to the glorification of the sales manager's calling and also to the increase of his responsibilities.

For instance, there has come this month formal acknowledgment of the dominance of the sales equation. Secretary of Commerce Herbert Hoover has appointed as chief of his newly-created Division of Domestic Commerce, a veteran sales manager, Henry H. Morse, long in the service of the Regal Shoe Company. Mr. Morse has tightened up the organization of this new clearing house for business information, not yet a year old. And the first thing that he has done in the matter of policy is to determine upon the study and investigation of two propositions—both of 100 per cent sales contact—which he regards as the vital issues of the hour.

One of these nuts, thus set up for Uncle Sam to crack, is the problem of sales quotas. Bound up with it is the question of turnover and of manufacturer's brands versus private brands. The other problem, and the commerce people regard it

as even more acute, is market saturation. Chief Morse, while anything but an alarmist, is convinced that several leading industries in the United States are right now on the brink of market saturation and that others are rapidly approaching this line. He proposes that the government with its superior facilities, shall gather every scrap of available information as to what shall be done about the predicament of those interests whose production capacity seems to be dangerously in excess of maximum consumptive capacity.

Facing the necessity of an increase in parcel post rates, the chief worry of the Postmaster General is prompted by a fear of a slump in mail-order sales. Behold, one more contemporaneous contact between big government and the selling angle of business.

A new complication has come with the impulse of Congress to grant without further quibble the long-delayed increase in the salaries and compensation of the employees of the postal service. That salary boost will add to the operating expenses of the Post Office Department to the tune of \$80,000,000 a year. Already the postal service is running behind \$28,000,000 a year, as the Department figures things.

The Postmaster General says that he holds no brief for the mail-order business, but that the drastic increase proposed would drive business out of the parcel post just as an irrational increase in second class rates would drive periodicals out of the mails and into express channels. Worse yet, the Postmaster General fears that parcel rates made too steep would literally banish from the mail-order catalogues many items now listed at low prices. The theory is that the threatened cost of carriage on these small items would be so disproportionate to the selling price that demand would be killed.



To get action in advertising, use ideas that inspire action.

A calendar is a fine thing. It is a persistent daily reminder of your existence — of your business.

But here is an idea that goes further — that doesn't stop where the calendar stops—

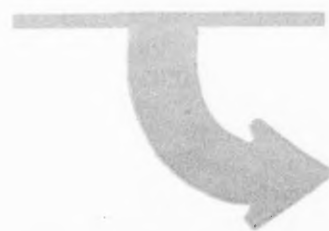
A calendar combined with a booklet and return post card:

The calendar attends to its business of reminding, the booklet carries your story; they work together to bring the card back to you asking for your salesman, catalog, sample, or more information.

You send out the "Adapt-Style" Sure-Action Mailer with your compliments — persuasively.

But it doesn't stop at the compliments —

*It does more. It inspires action!*

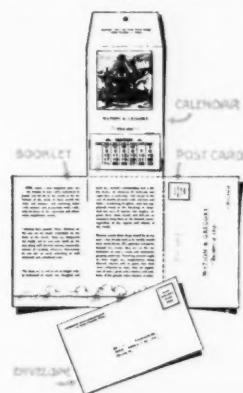


# New!

## Calendar—Booklet—Post Card —in one

Here is an idea that will interest you—that will help create sales for you. Action advertising in a most persuasive form. Includes the calendar, but begins where the calendar leaves off. We introduce the "Adapt-Style" Sure-Action Mailer:

"Adapt-Style"  
Sure-Action Mailer  
Patent Applied For



*This combination of a calendar, booklet, etc., and postcard in one is fully protected by applications for patents.*

You have here in a unique and logical combination a calendar, booklet (household budget, or anything else you want to use that section for), and a return post card.

The calendar is an all year 'round ad for you, the booklet (etc.) carries your story, and the return card brings a request for your salesman's call, catalog, sample, or more detailed information. All in one—connected — one part leading to the other—and yet each part separate and detachable. And you don't need an extra envelope for this mailer, as it is also an envelope and costs only one cent to mail.

As unique and attractive an idea as you have ever seen. You must see it to fully appreciate the impression it would make on the person receiving it from you.

Do you know about the "Adapt-Style" 4 in 1 idea? A form letter, ad, return coupon, post card, or order blank, and envelope—in one. It will carry an enclosure such as a booklet, a sample of material, etc. — and mails for one cent.

Also—that we print the "Adapt-Style" mailers in any size required by your copy and purposes? . . . Altogether out of the ordinary, the "Adapt-Style" mailers can increase the effectiveness of your direct mail work, while at the same time reducing its costs.

**NOTE:** All "Adapt-Style" forms—and all special ideas developed on the "Adapt-Style" mailers—are fully protected by applications for patents in U. S. and foreign countries.

Write today for a sample of the "Adapt-Style" Sure-Action Mailer and any other information you wish to have to the

## Lobell, Priestman Company

*Printers of the "Adapt-Style" Mailers*

37 West Van Buren Street

Chicago



*Announcing*  
**Harry A. Grace**  
Vice-President and Manager  
New York Office  
**Buckley, Dement & Co.**

TO facilitate our services to our Eastern friends and clients, we announce the opening of our New York Offices at 247 Park Avenue and the appointment of Mr. Harry A. Grace, who will be in charge as Vice-President.

Mr. Grace is a practical merchandiser, having been associated with the Westinghouse Lamp Company for five years as Advertising Director, and brings with him a valuable training and experience.

Associated with Mr. Grace will be Mr. William J. Jennings, who has been a member of the staff of Buckley, Dement & Co., and is thoroughly grounded in dealer information, distribution problems and mailing lists statistics, both in mail order and direct by mail advertising.

**Buckley, Dement & Co.**  
*Direct Mail Advertising  
Planned—Printed—Mailed*  
Chicago                      and                      New York  
1300 Jackson Blvd.                      247 Park Avenue

Instead of making a pack horse of the parcel post the Postmaster General would spread the expense. In the end, though, much of the new revenue will come out of the pockets of sellers by mail and their customers. For the idea is to increase the fees for money orders, C. O. D. service, insurance of parcels, etc. Last, but not to be scorned is the proposal to make every catalogue house that employs Special Delivery to speed up the transmission of its catalogues pay fifteen cents instead of ten cents if the catalogue weighs over two pounds.

Direct selling is to have its day in the business police court in Washington. The Federal Trade Commission has been working up to this for some time.

The Real Silk Hosiery Mills has stripped for a fight. The Indianapolis concern was called on the carpet for various indiscretions in selling among which were alleged liberties in the use of the word "Silk" and jugglery of the terms "fashioned" or "full fashioned" as applied to hosiery. The Real Silk people have told the Trade Commission that they had voluntarily abandoned certain practices before the mentor at Washington spoke. As for others, they will stand their ground. The defense of the hosiery concern, that boasts an output of 60,000 pairs per day, is pivoted on the ingenious plea that direct selling, always with exhibit to the seller of samples and the granting of ample opportunity for first-hand inspection, comes pretty near being an alibi for misrepresentation. As for any charge of misrepresentation in its advertising the Real Silk Corporation will pooh-pooh the chance exaggerations as inadvertent. The firm rests its case on the fact that the sole purpose of Real Silk Mills advertising is to convert the public to its unique method of selling in contrast to the conventional process of distribution through retail stores. This being the case, the theory is advanced that any article-describing matter that appears in the advertisements can influence customers only in a remote and indirect way, seeing as how they are to make personal examination of the goods before purchase. Mixed up in this case is the issue of the responsibility of a seller who schools his agents or specialty men in the use of certain sales talks.

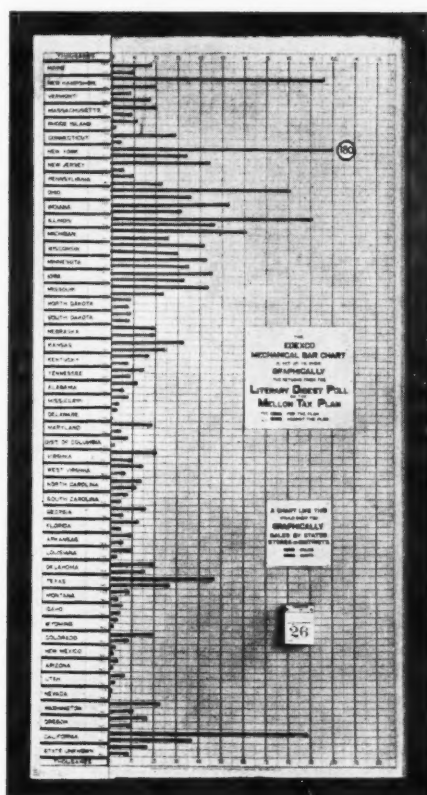
# KNOW GRAPHICALLY

## What is Going On in each Sales District



### SALES MANAGERS USE EDEXCO MECHANICAL GRAPHS AND EDEXCO SPECIAL OUTLINE MAPS

To show what each district is producing



THIS CHART HAS TWO sliding tapes for each state. One is green, for quota—the other red, for sales. Chart is 39 inches wide by 6 feet high.

Sales managers who chart their sales graphically know where their weak spots in their selling lie and are thereby better able to assign and re-district territories. Also EDEXCO Mechanical Bar Charts

#### Keep Rivalry Keen

The psychological value of showing each man graphically what he has done is tremendously effective in producing increased sales.

Every sort of Chart Form, Map Pins, Gummed Symbols, Swinging Leaf Fixtures and especially Outline Maps of the United States by States and Counties, is available here at

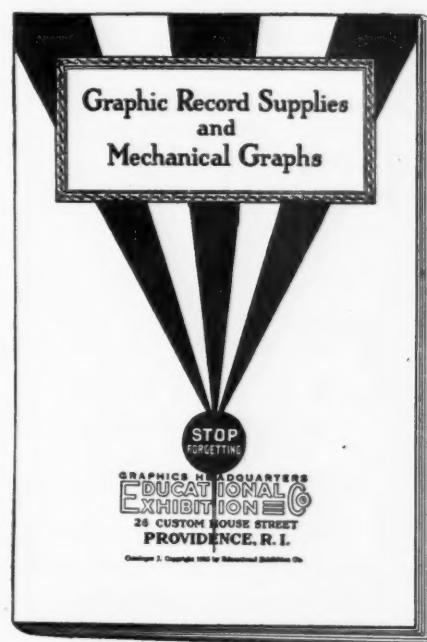
#### Graphics Headquarters

This big, fifty-four page book, illustrated in four colors, will be sent with no obligation except that you fill in the coupon completely and if you do not find it worth while, instead of destroying it, you agree to return it to us.

It is a reference book you cannot afford to be without. There is no charge for the book. Fill in the coupon now.



634 Custom House Street  
PROVIDENCE, R. I.



Please send me at once your book, "GRAPHIC RECORD SUPPLIES AND MECHANICAL GRAPHS," which tells how to show Sales Graphically

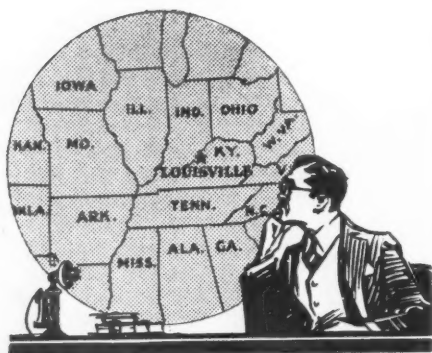
Name.....Title.....

Firm.....

Street and No.....

City and State.....





## Save Freight Costs in the Louisville Area

Louisville—the logical gateway and car-breaking point between North and South and East and West—is the accessible center from which producers all over the country distribute in this large and populous buying area. If you have no warehouse in Louisville, your ability to compete in this territory is limited because of high freight costs on direct LCL shipments to scattered buyers.

By using Pickrell & Craig's Warehousing and Distributing Service, you can ship to us in carload lots; we will handle all details of distribution, and your salesmen can quickly and more cheaply draw on your stock at this base.

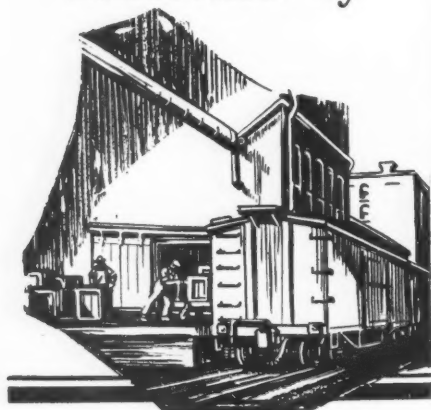
Our Service saves you time and money. You are not forced to hold up your shipments to any locality until a carload has accumulated—with impatient buyers waiting. Having stock on hand, within this territory, ready for immediate delivery, will give your salesmen a decided advantage.

### Every Handling Facility

Pickrell & Craig's Warehouse is served by a private switch from every railroad that enters Louisville. Shipments are loaded and unloaded at our warehouse doors. Approved fire protection, lowest insurance rates; labor-saving devices; experienced personnel. Negotiable warehouse receipts issued.

Let us tell you in detail how we can help you to solve your distribution problems in this territory

**PICKRELL  
& CRAIG Co.**  
Warehousing Distributing  
& Selling  
Louisville, Ky.



## Is the Farmer a Martyr— or a Pirate?

(Continued from page 1060)

We have maintained right along in "Sales Management" that the greatest curse in the country is high distribution costs and that unless business men solved that problem it would be solved for them by radical economists and legislators. It is a business man's problem. He can't ignore it very much longer. In years past he has been aided by friendly legislators, protective tariffs and the like, but there is a spirit of unrest in the world which is unseating the ultra-conservative. As a writer pointed out in a recent issue of "Collier's," "Everyone in Washington knows that La Follette is the real boss in Congress and drives it wherever he wills." England has a Labor government. In May both Japan and France kicked out their conservative governments and replaced them with liberals. The people of the United States are not revolutionary. They are patient; they prefer gradual change to startling experiments, such as the one in Russia. And yet the muffled revolt of the farmer is symptomatic of a growing desire for change—particularly along the lines of reducing the "spread" between manufacturing costs and retail prices.

"Sales Management" columns are going to be thrown open as a public forum for exchanging ideas on really fundamental economic problems that lie back of the technique of sales management and advertising. To start it off we followed the suggestion of the reader who sent us the "State Journal" editorial—and asked a few other readers to comment on it. Some of the replies are reproduced in the following columns.

By M. E. LEDLIE

Sales Manager, The Detroit Vapor Stove Co.

First I want to say to you that I admire your nerve for tackling a problem that has puzzled economic experts for many years. It is such a huge problem in fact that I do not feel qualified to make much comment about it.

Personally I have always felt that the farmer has it in his own power to entirely relieve the situation which confronts him at the present time. This relief I believe can be accomplished only by full diversification of crops. If the time ever comes when every farmer in the United States, regardless of where he is located, produces on his farm

everything which he consumes in the shape of food, it will come as close to solving the problem as anything I can think of.

Take your farmer, for instance, mentioned in the *State Journal* editorial. He had a calf to sell but apparently several other farmers had the same product to dispose of, enough of them in fact so that the local market could not consume what the farmer produced, making it necessary for the product to be shipped to some other point for consumption.

I cannot see how it will ever be possible to eliminate transportation costs on food-stuffs except to produce these products closer to the point of consumption. A steer raised in Texas, shipped to Chicago on the hoof and reshipped as a finished food product to New York City, naturally takes on a big burden of transportation expense. My point is that the steer should be raised in the state of New York where it could be put on the market in New York City with only a very small cost for transportation added. Working back the other way, Texas should have at least some textile mills so that the cotton crop of that state could be worked into the finished product there.

I cannot see, however, how it would ever be possible to eliminate all transportation expense on some products. For instance, cotton can be produced only in the southern states on account of climatic conditions, consequently the farmers in New York state must depend upon the southern states for the production of that commodity.

It would seem to me, however, that the cost of food products could be lowered considerably if all farmers in all localities diversified crops just as much as climatic conditions would permit of.

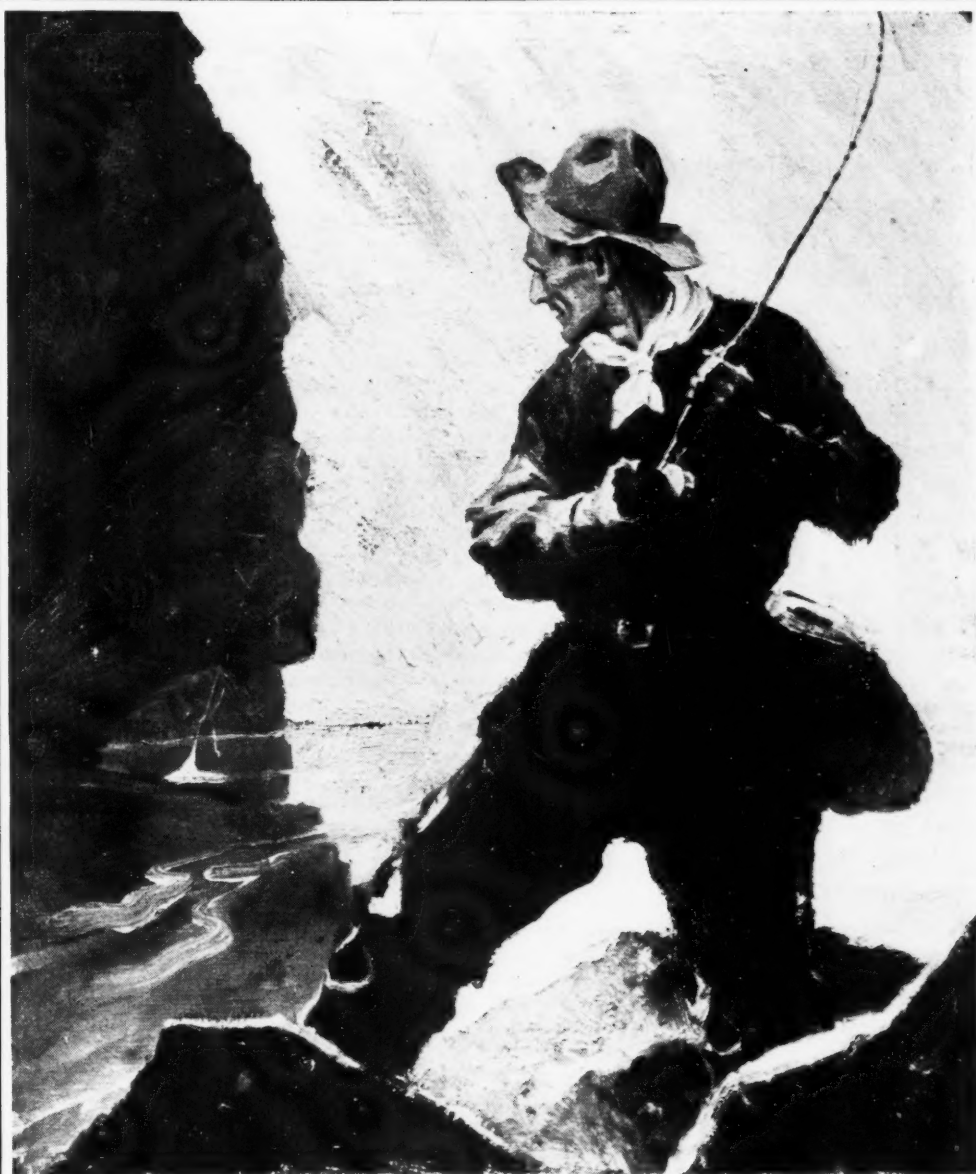
Please remember that I told you in starting this letter that I did not feel qualified to comment upon this problem that you are attempting to solve, but I assure you that I shall be very interested indeed in seeing the comment that I am sure you will receive from other men far better qualified than I am to give you some information on this question that may be helpful.

By JOSEPH EWING

Gen. Sales Mgr., Phillips-Jones Corporation  
New York

There are so many elements that enter into the costs of local distribution that I think it would be well for you to send a good investigator to one or two local plants, study their costs and write an article on the operation of these local plants for the distributing of a local meat product.

I have in mind an abattoir and butcher shop in the city of York, Pennsylvania. It is located on South George Street and it is run by a man by the name of Fischer. He has one of the cleanest, most beautifully run slaughter houses I have ever been through. His refrigerators are right up to snuff. No big Chicago stock yards concern can handle meat any better than this man handles it. The farmers are glad to sell him their product because they can drive it in on the hoof



## Land a Real One!

There is no use in spending good money on minnow ideas and letting the trout get away. Our clients go after sales results with Dominant Idea advertising—and land them.

McJunkin Advertising  
Company



FIVE SOUTH WABASH AVENUE, CHICAGO

## "Hell-Bent for Business"

"Chuck the gloom," said a New England sales executive to his salesmen when business began to slow up last January.

"Let's plow right in, hell-bent for business. We are sure to find orders if we go in and dig them out. We'll do some advertising to clear the way."

They did "plow in." And they got the business! Territories were carefully selected. Sales and advertising efforts were confined to regions that showed an increase in general business over last year. Thus the salesmen met less resistance and the advertising dollars produced more per dollar. In one territory the sales increased 100% over the corresponding month of last year.

It was our privilege to plan and produce the advertising. We also took hold and worked with the salesmen, inspiring them with energy and enthusiasm from the very start. That's the biggest part of our job in every campaign. Isn't it the salesman who brings home the bacon?

There must be other sales executives among Sales Management's readers who would consider some suggestions for a start-off in advertising. A small expenditure for a test campaign in a carefully selected territory would reveal sales opportunities that would surprise you.

Who knows but that it would be the start of an immensely profitable relationship for you—and for us?

## MORGAN ADVERTISING AGENCY

PARK SQUARE BUILDING  
BOSTON MASS.

Member  
American Association of Advertising Agencies  
National Outdoor Advertising Bureau

or bring it in in trucks. On the other hand, he and several other local butchers through southern-central Pennsylvania control the local consumption; and up until the time I left York, a year and a half ago, there was no Chicago meat going into the city except a very small amount handled by one butcher. These local abattoirs have such a stronghold on the community that they have been successful in keeping the giants out.

By L. D. H. WELD

Mgr. Com. Research Dept., Swift & Co.

The editorial begins by relating the experience of a farmer who shipped a calf to market and in return got a bill for transportation and marketing in excess of amount the calf brought. This instance of course can not be typical. Calves are quoted in Chicago at prices ranging all the way from \$3.00 a hundred to over \$11.00 a hundred. The freight rate from Iowa points, for example, to Chicago, is around thirty-three cents per hundred. Thousands of calves are being marketed every day in Chicago and other large markets, with satisfactory returns to farmers, provided the calves are of good quality. If a farmer shipped one calf to market and did not get enough to pay freight, it is very obvious that there must have been something the matter with the calf. This is a pretty flimsy instance on which to build up an editorial which seeks to discuss in a serious manner the question of centralization of industry and the question of marketing costs.

Although freight rates are much higher than they used to be, they are of course a small element in prices, and are a relatively minor factor in the general agricultural situation. Dairy farmers, cotton farmers and many other classes of farmers are prosperous. High freight rates have not kept them from becoming prosperous. Wheat farmers and others are suffering from real economic conditions with which freight rates have little or nothing to do. The wheat farmer, for example, finds that the Argentine and Australia can produce wheat at a lower cost than is possible in the United States, just as the American cattle raiser found the Argentine cattle raiser producing at lower costs, and taking the English market away from him several years ago.

While the freight rate on a steer from Des Moines to Chicago is about thirty-three and one-third cents per hundred pounds, the freight on beef from Chicago to New York is eighty-seven cents per hundred pounds. The freight rate from the farm to the eastern consumer is about one and a quarter cents a pound. Of course this has an effect on both the farm price of animals and the retail price of meats, although it is difficult to figure how much effect it has on the price of a forty or fifty cent steak. At any rate, this freight is a necessary expense in that the West produces more meat than it needs and the East doesn't have enough. It is idle to talk about whether there should be large plants or small plants in the packing industry. There are 1,200, outside the four large packers, and thousands of retailers who kill animals. Small plants, including retail butchers, handle small local supplies and sell in their immediate neighborhoods. Large plants collect the surplus from the West and market it hundreds of miles away through widespread and efficient sales organizations.

By J. M. NIXON

Vice-Pres., W. S. Hill Co. of New York

You have selected for discussion a question which is undoubtedly the most important one now confronting the country.

The rising cost of distribution is nothing more or less than an economic eruption. When an eruption of any kind occurs, casualties are inevitable. Those who suffer most are the hindmost. It would seem, therefore, that the most practical way to reduce suffering would be to reduce the number of trailers by equipping them with the intelligence and the means for getting out and staying out of the danger zone.

Just now farmers in some sections of the country are sufferers, because they were caught trailing. Perhaps they relied too much upon the promises of favorable legislation made to them by vote-seeking politicians and permitted themselves to become "leaners." In some sections, fortunately few and representing but a small fraction of the total farm population, farmers have abandoned themselves to self-pity and hand wringing. They are sitting down, ready to follow any self-constituted political Moses who will promise to overthrow the existing order and pass laws to force the country to buy farm produce at high prices and sell the farmer the products of manufacture at cost.

It is of these few we hear the most. Substantial farmers, who are in the majority, rightfully resent stuff like "The Problem of Keeping the Farmer Alive" which recently appeared in one of the daily papers. These men who assay more capital per head than any other large class, are not proud to be rated among those who must be "kept alive."

But, even though he has not abandoned himself to it, the substantial farmer has a just grievance. He has seen the demands of corporate interests, including the transportation facilities of the nation, bludgeoned through Congress. He has seen labor protected in its high-handed methods of enforcing its demands. He saw during 1923, 20,551,140 working days taken off the payroll of industry through strikes at a cost to the public of \$579,114,705. He knows he must pay his share.

The question of legislation for the benefit of the farmer is occupying much of the, more or less, valuable time of Congress. The question being generally discussed among level headed farmers is—"Can any legislation help the farmer?" It can. Any legislation that helps reduce taxes, whether national, state or local, will help farmers immensely. But "farmer relief" measures while they glitter are not gold, excepting only for their sponsors who use them to attract votes and patronage. No amount of legislation can alter the law of supply and demand. The economic law has a habit of riding rough shod over freak legislation, half-baked ideas and price-fixing schemes. The statement recently made by C. C. Thorpe, manager of the California Walnut Growers Association, sums up the case against price-fixing as a remedy. Mr. Thorpe says "The consumer does not give a rap what it costs to produce goods. He buys what in his opinion is reasonably priced. You can name a price, but you cannot force consumers to pay it."

For the farmer, the solution of his individual problem is largely in his own hands.



*An old saying and true*

**Straw No. 1**

1924 Series

## Straws show which way the wind is blowing

If you are advertising a grade of merchandise that appeals to the better class of people, you may get some helpful suggestions in regard to the value of the advertising columns of the various Chicago papers for different lines of high-class merchandise by the experience of others. We shall publish the exact figures from many such lines. We will show first the classification of art and artists' materials. The figures for all Chicago papers for the year 1923 are as follows:

<b>POST</b>	-	-	-	-	-	-	-	<b>46,061 lines</b>
<b>News</b>	-	-	-	-	-	-	-	<b>000 "</b>
<b>American</b>	-	-	-	-	-	-	-	<b>468 "</b>
<b>Journal</b>	-	-	-	-	-	-	-	<b>204 "</b>
<b>Tribune</b>	-	-	-	-	-	-	-	<b>12,801 "</b>
<b>Herald &amp; Examiner</b>	-	-	-	-	-	-	-	<b>2,138 "</b>

The Chicago Evening Post carried practically three times as much as all the other Chicago papers—morning, evening and Sunday combined. The Chicago Evening Post carried over sixty-eight times as much as the three evening mass circulation papers combined.

These figures are furnished by the Advertising Record Company, an independent audit company that furnishes advertising figures to all Chicago papers



*It Pays to Advertise in a Newspaper Read by the Class  
of People Financially Able to Become Good Customers*

## The Chicago Evening Post

**"Chicago's Best and  
Cleanest Paper"**

# When summer comes— will sales be far behind?

## *A variety of suggestions for keeping orders coming*

**F**OR seven years a growing number of sales executives have been using our process in a variety of ways as a means of keeping their summer sales up to the mark. In the suggestions shown below *you* may find just the thing to fit your case. Each piece has proved its usefulness—is economical to reproduce—and practical.

### GIANT LETTERS

Giant fac-simile of a letter or telegram. Mailed to prospects or customers who have not bought recently, it makes a most effective piece—is a good sales bulletin. Can be illustrated.

### BROADSIDES

There is a great chance for the unusual here. The flexibility of this process gives you a wide range of choice in this work.

### MAPS

Ever try mapping out a salesman's opportunities? A chance here for some unusual dog-days messages to the sales force.

### GIANT ADS

Focus your national advertising at the dealer's store. Window displays low in price, easy to use, which pay their way with a profit.

### FAC-SIMILE LETTERS

Exact copies of testimonials. The salesman's allies on collar-melting days—and convincing mailing pieces.

### GRAPHIC AND SALES CHARTS

Show the sales force graphically how sales are going. Economical and effective.

Probably you have long nursed a pet idea for a special mailing piece, a poster, or some other sort of printed matter. Perhaps you have been doubtful about the best means of reproduction. If this is so, the chances are nine to one that we can help you, because our process is a versatile one. The suggestions above give only a bare outline of its scope.

What have you in mind? Let us submit suggestions and estimates. An inquiry places you under no obligation, and it may point the way to greater sales.

*Representatives in Boston, Philadelphia, Pittsburgh, Cleveland*

**THE NATIONAL PROCESS COMPANY, Inc.**

117 East 24th Street, New York City

Phone: Mad. Sq. 3680

# GIANT ADS

CUT-OUTS • POSTERS • WALL HANGERS

He must get out of the danger zone. He has two alternatives from which to make his choice. He can choose diversified, or "balanced farming," or he can choose specialized, or "one-crop" farming. The former is safe but calls for constant, hard, manual labor, and returns little more than a comfortable living. If he is the sort of man to derive pleasure from the fullness of life and security in a modest way for his family, he will be content and die respected, honored, and square with the world.

One-crop farming is more hazardous. There is, however, one way, and it is seemingly the only way to make one-crop farming safe, by insuring it against abnormal business risks. The insurance lies in group organization—group marketing and group financing. Such organizations as the American Cranberry Exchange, California Fruit Exchange, New York Dairymen's League, and others of like nature, are prosperous. Abnormal conditions are felt by them to be sure, but no more than it is in the business and industrial world.

The case of the Wisconsin farmer, which was the subject of the editorial in the *Wisconsin State Journal*, can be taken as an excellent example. The farmer cannot violate the fundamentals of good business practice and expect to profit, any more than a manufacturer in any other industry can do so. Suppose a manufacturer of any general use commodity tried to cover overhead, manufacturing cost, marketing cost, transportation and profit, on single unit sales in a dull and competitive market. Could he exist?

Decentralization of such industries as meat packing would mean only tearing down. In my opinion it would prove even more wasteful than the present scheme. Organization efficiently administered makes for economy. When economies thus effected are passed along to the ultimate consumer, all is well. But it cannot be denied that industry, as a whole, is more than dissipating any economies effected through organized effort long before its products reach the consumer. The real remedy, in my humble opinion, is to put everything and everybody to work. Weed out the parasites, in government and in industry. Measure remuneration by useful production. Measure the value of every dollar spent for wages, salaries, sales and advertising by what it effects in reducing the cost of distribution, and pass this just share of the saving on to the consumer. Can it be done? It must be done. Remember the deflation period just a few years back? Who forced it? Mr. Consumer. And unless industry voluntarily deflates gradually and sanely Mr. Consumer will again force deflation, and when he does stick his pin in the inflated balloon there will be many casualties.

More than 300 sales managers and other executives of Indiana and Illinois wholesale grocery firms met in Evansville, Ind., May 1st for the annual meeting of the Indiana Wholesale Grocers' Association. Charles R. Watkins of Muncie, Indiana, was the principal speaker. One of the features of the meeting was a series of "Animated Products" skits, in which mammoth containers for Swansdown Cake Flour and various brands of canned goods were opened to disclose dancers and entertainers.

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# ROTOGRAVURE

*How and When  
To Use It*



# *The Mechanics of Rotogravure* Simply Explained

A 68-page book has been prepared to provide authentic information on rotogravure. Briefly outlined, the book covers the following subjects:

Origin of rotogravure	The kind of prints
How rotogravure is printed	Tone gradations
How to select subjects for rotogravure printing	Backgrounds
The value of human interest	The use of oil and wash drawings
The use of photos	Dictionary of terms

It explains the beautiful effects by which rotogravure builds reader interest, to gain which, many of the leading American newspapers have added this feature of modern journalism.

The points covered are luxuriously illustrated with reproductions of 63 photographs, 16 wash drawings, 5 oil paintings, 5 line drawings, and a wide variety of background and border effects. The mechanics of building every part of the book are explained in nontechnical language that makes this publication of value to schools, business men, students of advertising, photographers, and anyone interested in printing processes. Because this is an expensively produced book, and not an individual advertising message, a nominal charge of 25c per copy is made except where the request is made on business stationery. Stamps accepted.

**Kimberly-Clark Company**

ESTABLISHED 1872  
Neenah, Wis.

# ROTOGRAVURE

*Prints Perfect Pictures - the Universal Language*







# How I Learned to Find Hidden Sales Facts in Graphic Charts

The True Story of a Sales Manager Who Sniffed at Charts Until He Found Them a Stepping Stone to Better Marketing

By Henry M. Roberts

**H**OW many sales managers secure full value from the investments their enterprises make in sales statistics? How many sales managers are behind rather than ahead of the management officials in matters where statistics are involved?

Let me answer both these questions out of my own experience.

In 1910 I left the road and became a Chicago branch sales manager for our organization. While I could tell the middle initial of every single buyer in my territory and could list the names and ages of the children of every prominent customer, probably no man ever knew less about statistics or disliked them more.

For within a month after I had assumed my new work, statistics began to show me my proper place in the sales organization.

## He Passed the Buck

Within a month I came to dread to open the mail from headquarters. For invariably, some day in the week, there would be a letter starting, "According to our figures, Jackson, who covers Grand Rapids, is not selling our XBL No. 33 as he should. His distribution is a shade less than eighty-six cents per thousand population, as against an average for the state of Michigan of ninety-seven cents. How do you account for this?"

Then, well do I remember the cheerful type of letter which had some such wording as, "While Morton is rapidly gaining in ability, as shown by his now averaging 13.6 items per order, his average size of order has dropped from \$243.16 to \$200.19. At the same time, his salary plus expenses has mounted from 11.3 to 14.6 per cent. Yet he is traveling an average of only 39.4 miles per day, as against an average of the man in your territory of 44.9 miles. With these figures before

you, you can quickly make Morton see his weaknesses."

The great big trouble, however, was that I hadn't the slightest idea of how to use these figures to make Morton, or anyone else, sell a penny's worth more goods, or to cut

**"A**T a conference of a dozen sales managers in my den last month, the question was asked, 'Why do you bother to chart sales facts?'

"In response I pointed to one of the thirty-eight charts with which I had adorned my walls prior to the conference. This one bore the title, 'Lost Customers in 1922.'"

A sales manager relates in this article how the "Lost Customer" chart resulted in the annihilation of one of his pet theories of sales department administration. And he tells further how charts are helping him to manage one hundred and thirty-seven salesmen, to follow their sales and expenses, and to compare their present records with the records of three preceding years.

The story of how he was relieved of the nightmares of interpreting sales results from a dizzying mass of figures and how he secured a fair view of the sales work with sufficient promptness to make it possible to act while issues were still alive—all through the use of graphic charts—is included in this article.

his sales cost a farthing per century, with the use of the information they had handed to me.

It will, perhaps, give some other old-timer a chuckle to know that I did just as he did—passed along the figures and statistics to Mr. Salesman, and wound up my letter, "How do you account for this poor showing?" For buck-passing is one of the finest privileges which comes to the salesman elevated to any position in sales management. Incidentally, it is the first and ever-present aid of those showered with statistics which they do not comprehend.

At the end of the first year, I found that by taking an hour off for each one of these "How do you account for it" letters, I could get some relationship between the various per cent averages and totals. Sometimes, I will admit, the deductions I drew were amusingly far from the mark. At other times, I could see that the figures indicated a tendency worth investigation.

Then I would rack my brain for a parallel in my own experience and, by "brute force," on running through a salesman's orders or sales totals in the particular territory involved, I could point out specifically by products and methods, to Mr. Salesman, just how and where he had failed and what he must do to remedy the defect.

But it was five years before I would admit that my job was, to no small extent, that of interpreter of statistics. It was eight years before I discovered any short-cuts of moment in the job of interpretation. In fact, it has been only in these last five years that I have been able to translate statistics into sales language without giving the mechanical processes of translation more than fleeting thought.

## The Cost of Ignorance

It is my good fortune to know something over six hundred sales managers rather intimately. With perhaps another four hundred, I exchange information and inquiries. So I am not merely stating my own case in saying that there are remarkably few sales managers today who begin to secure proper evidence from the investments made by their enterprises in the collecting and disseminating of statistics. Certainly I am well within bounds when I emphasize the truth that less than twenty-five of my entire sales executive acquaintances really use graphic sales charts as a daily and



# 92% Executive Readers

Executives who control the purchases in the Iron and Steel consuming and producing plants of the United States and Canada read IRON TRADE REVIEW every week for its Market news.

Authority to buy is vested only with executives. Buying power is the acid test of circulation value. Readers of IRON TRADE REVIEW are executives—92% of them as follows:

## Major Executives

Proprietors and Presidents .....	3,970
Vice-Presidents .....	2,534
Company Secretaries ...	3,131
Treasurers .....	2,546
General Managers .....	3,935
Purchasing Agents .....	3,906
	<hr/> 20,022

## Operating Executives

Works Managers .....	1,992
Superintendents .....	2,778
Engineers .....	2,291
Foremen .....	1,348
	<hr/> 8,409

Grand Total all executives 28,431

All other readers..... 2,553

These figures are based on the net paid circulation as of the December 27, 1923 issue. They do not include advertisers and other copies, the total distribution being 10,500 copies.

Questionnaires answered by subscribers show that each copy of IRON TRADE REVIEW has 2.8 readers.

A  
Penton  
Publication



Published Every Week—Established 1883

# IRON TRADE REVIEW

Penton Building, Cleveland

Member A. B. C.—A. B. P.

essential aid to sales accomplishment.

Indeed, this all but complete absence of graphic visualization of sales and allied statistics is, to my mind, the greatest of present-day weaknesses to be found in better sales methods. Without visualization in the form of graphic sales charts, I do not believe it possible for more than half-a-dozen most unusual men, out of the thousand sales executives with whom I am in contact, to secure full returns on the investment in collecting, collating, recording and disseminating sales and allied statistics.

Even in the case of these half-dozen unusual men, I am firmly convinced that they are doing themselves an injustice in burdening their brains, and equally convinced that they are spending time unnecessarily in just the same sense that they would be to write their correspondence long-hand instead of dictating it, even though admitting that they were perfectly capable of writing excellent long-hand letters which would be thoroughly legible and expressive.

## Does It Pay to Chart Statistics?

Because I have during the last thirteen years passed through each successive stage (you may be sure that I have not been able to jump any stages), I feel qualified to start in at the beginning and, in this little discussion, at least touch on the use of some simple graphic sales charts, not from the angle of the professional chartist, but from the viewpoint of the salesman who has become a sales manager, and vicariously from the point of view of the sales manager who reached his present position from the inside rather than from the outside.

At a conference of a dozen sales managers in my den last month, the question was asked, "Why do you bother to chart sales facts?" In response, I pointed to one of the thirty-eight charts with which I had adorned my walls prior to the conference. This one bore the title, "Lost customers in 1922." Then I explained, "The average sales manager who is at heart a salesman primarily thinks in terms of the individual. If he is given a list of customers who have ceased to purchase, he sees their names, addresses, purchases of previous years, name of the salesman or salesmen

involved—and mighty little else." Then I continued, "His first thought is to put the cart before the horse. Instinctively he reaches for the buzzer to get out correspondence files as a hasty preface to writing the salesman involved, in the first case that is listed."

My friend admitted this truth, but retaliated, "Why is that putting the cart before the horse? Why isn't that the type of 'direct action' which you emphasize?"

My reply was necessarily modified by the fact that my friends know my many faults as well as my few virtues. "I will admit that that's what I would probably be tempted so strongly to do that I would write half-a-dozen letters before I came back to earth. For instinct is stronger than reason. My reason, based on my last half-dozen years, tells me that until I can see a group of sales facts as a group, and not as a collection of individual instances, I am certain to regret my impulsive letters.

"On the chart which we are examining you will see that the first impression is that our losses were heaviest in what is roughly a series of semi-circles. If you look more closely you will see that these losses are most heavily shaded on arcs which represent the greatest distance away from our headquarters or branch offices."

## Charts Uncover Weaknesses

To condense in a paragraph the deduction from this particular chart, let me say at once that it proved the lack of soundness in one of my pet plans in 1922 for economizing on salesmen's transportation expenses. It proved that the several sets of letter series which I had devised were not adequate substitutes for personal representation.

It proved that branch managers had not protected me by following closely the workings of the new plan, even though they had been warned in advance and frequently realized all its dangers. Incidentally, that particular chart led to the abandonment of one of my pet beliefs.

Now I maintain in all seriousness that, for a sales manager of my ability, it would have been almost impossible to have detected quickly the weaknesses of the plan from any mere listing of names of customers. For the plan had its strong points—



# Reach the Mass-Class Purchasing Power of New St. Louis

**T**HE districts within the boundaries of Metropolitan St. Louis, with its million population, have been weighed on the scales of Purchasing Power.

The circulations of the St. Louis newspapers have been measured on the one true basis of comparison—purchasing power coverage.

The first thorough, impartial analysis of this great metropolis has revealed that where purchasing power is located, there the circulation of the Globe-Democrat is concentrated. It has proved the dominance of the St. Louis Globe-Democrat in its field.

## The Dominant Selling Power in One of America's Greatest Markets

Metropolitan St. Louis has been analyzed on the basis of economic characteristics. Sections where purchasing power is concentrated, or where purchasing power is low, have been determined and classified as being either in the high ranking mass-class section of the city or in the lower ranking mass-class section.

In the high ranking mass-class section live the newspaper readers who have the means to buy what you have to sell.

And here more copies of the *Globe-Democrat* are read—both *Daily* and *Sunday*—in proportion to total city circulation, than of any other St. Louis newspaper.

This is efficient coverage. Real coverage of a responsive metropolis. A market in the very center of the main producing area of the United States. A city that is the natural central market for a large percentage of the country's agricultural, lumber and forestry products, minerals and petroleum.

**This Is the New St. Louis** —  
—a stable market of diversified industry and commerce—a city with the kind of

progressiveness that an authorization of \$87,000,000 for municipal improvements suggests. A progressive market, that has shown outstanding growth through the rapid development of tremendous natural resources, industry and wealth—responsive to the continuous sale of established products and eager to try new ones.

## Heretofore Unknown Facts Now Available

The *Globe-Democrat* can give you facts and figures relating to the sales potentialities of this big consuming outlet for your product that are vital to successful sales effort . . . facts that will give you a true picture of the St. Louis market, spread out before you as never before—facts never before compiled or published; the complete results of

## The St. Louis Newspaper Survey

In this intensive survey 80,797 personal interviews were obtained—one for every third home in the entire area. In all 1,200,000 facts—tabulated and analyzed—dealing with the concentration of purchasing power—the circulations of the St. Louis newspapers—reading habits—and the degree of public acceptance accorded to each paper.

If you want to know the average rents of the various districts—percentage of homes owned—families per dwelling—location of industry—percentage of native whites—or absence of illiterates—the *Globe-Democrat* can tell you, or supply any other information about this market which has proved so profitable to other advertisers.

## Reaching the Largest Number of Automobile Owners

If you want to know what percentage of the 110,000 automobiles are owned in the high ranking mass-class section in which *Globe-Democrat* influence dominates—or

what percentage of the families in this section own cars—the *Globe-Democrat* can tell you and supply the figures which show that—

## More Automobile Owners Read the *Globe-Democrat* than Read Any Other St. Louis Daily Newspaper!

All the information long wanted by manufacturers and advertisers is now available—including a completely illustrated residential comparison of all St. Louis wards and suburbs, a tabulation of wholesale and retail outlets, and circulation data.

## The 49th State—A New Commonwealth With Over 4½ Million People

The 49th State is that area which spreads out 150 miles in every direction from St. Louis, its natural trading center, and includes 374 thriving towns with a population of 1,000 or over. It is a market of over 4,500,000 people—1,100,000 families—1,000,000 dwellings. Selling costs are low—the territory is easily and quickly reached—especially adapted to efficient sales effort.

It is one of the very few large markets having one logical trading center not interfered with by any other metropolitan city, and efficiently served every day by one newspaper—the *Globe-Democrat*—St. Louis' only morning paper.

*Globe-Democrat* circulation stands out—both *Daily* and *Sunday*—in reaching the tremendous purchasing power of the 49th State.

The *Daily* circulation of the *Globe-Democrat* in St. Louis and the 49th State exceeds that of every other St. Louis newspaper. And *Globe-Democrat* *Sunday* circulation in the 49th State is greater than the other newspaper's *Sunday* circulation in this vast productive area surrounding St. Louis.

To establish your product or increase sales in Metropolitan St. Louis and the 49th State, request a *Globe-Democrat* representative to call. He is prepared intelligently to discuss your problems—to present the sales possibilities of the St. Louis market—and to apply the findings of The St. Louis' Newspaper Survey toward securing thorough distribution and consumer demand at minimum cost.

# St. Louis Globe-Democrat.

## St. Louis' Largest Daily

F. St. J. Richards.....New York  
Guy S. Osborn.....Chicago  
F. R. Scolaro.....Detroit

C. Geo. Krogness.....San Francisco  
Dorland Agency, Ltd.....London  
Assoc. American Newspapers....Paris and London



# sales ideas to help Sales Managers get a new slant



**W**ITH a new selling idea for the rudder and a huge printing plant to produce the motive power, we've helped Sales Managers speed many a product to market with better planned books, catalogues and sales literature.

Maybe a new slant will give you a good steer. If you would like a bit of help, don't hesitate—remember that the Captain of the Leviathan whistles for a pilot once in a while.

*Yours for Better Business with  
Better Business Printing*

—R. J. HAUSAUER  
President

**BAKER - JONES -  
HAUSAUER, Inc.**  
45 Carroll St. Buffalo, N.Y.

points which made far more in dollars than its weak points cost. The graphic sales chart came to me at a time when I could not have afforded, from my own standpoint or that of the enterprise I represent, to spend the hours which would have been necessary to translate mere listings into an adequate visualization. As a matter of fact, this particular chart told me in half-an-hour facts which a few years previous would not have been analyzed until well into the selling year—with the consequent running on of losses which this graphic sales chart instantly checked.

## Charts Help Manage Salesmen

So the real reason for pictorial representation of sales facts lies in the "compellingness" with which these charts visualize grouped conditions. Incidentally, one of the greatest values of graphic sales charts is that they do present clearly grouped facts which, to my mind, never become visualized, even from most carefully collated sales figures. From a mechanical standpoint, graphic sales charts enable a single pair of eyes to have presented before their range of vision combinations which, as figures, could not reach the eyes with simultaneous impressions.

Going a step farther, literally hundreds of sales comparisons are possible through the use of graphic sales charts which are impossible for the average mind to carry from any other forms of records.

Let us look at one single proof of this. It is of particular importance to me as a sales manager to know in experimental work the relations of the various weeks in the year to sales volume. In 1922, for example, I had one hundred thirty-seven men involved in one form of selling. Because of a new sales policy in this field it was impossible to more than estimate roughly what the results would be.

If I had attempted to follow, week by week, the work of these hundred and thirty-seven men, it is obvious that by the time I reached one hundred and thirty-seven over a period of four months, I could not possibly have had clearly in mind the corresponding weekly results of a dozen other men working under almost identical conditions, let alone carry in my mind the ups and downs, from

a sales standpoint, of the entire group.

But I did follow, week by week and month by month, without the slightest difficulty the work of this entire group, by a graphic sales chart. I learned the periods in which conditions peculiar to our lines affected all of the men, and how the men reacted to these conditions. This chart covering one hundred thirty-seven men, was only thirty-eight by fifty-eight inches before it was reduced to book size. It graphed weekly sales in dollars of each man, in black, showing in a broad red line the average sales per man per week, so that I had an easy contrast in following the hills and valleys of each man's sales—and at a fair standard of comparison.

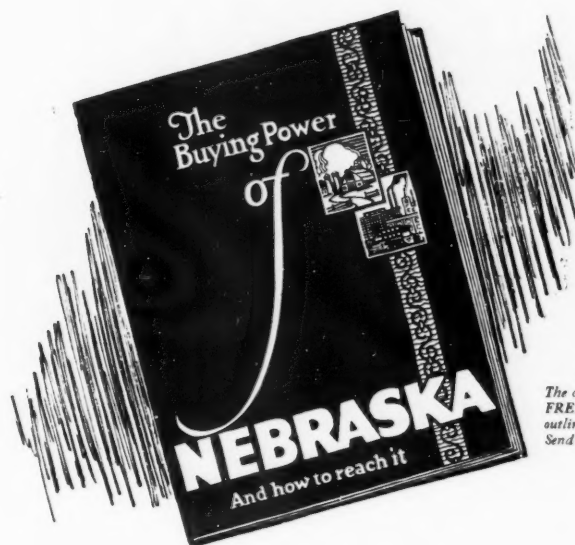
Similarly, in 1921, I was able, with only fifteen minutes' time per week, to compare groups of men equipped with automobiles in comparison with other groups traveling entirely by train, and still other groups in which the salesmen traveled largely by train but by hired motor transportation in certain circumstances. On a single chart were shown at a glance the relative effectiveness of each man in each group, compared with the standard of his group and compared with the standards of each other group. In simple English, I could tell whether the game was worth the candle.

## Visualizing Salesmen's Expenses

Another simple chart which I have used most effectively for five years is in connection with salesmen's expenses. Every good sales manager with a large number of salesmen on the road knows that it is most unwise to trust to memory and criticize a man severely for high expenses in some particular division—laundry and pressing, for example—on the basis of the current week's report. Every sales manager knows that to act fairly and wisely it is necessary not only to dig back months, but also to compare the seemingly extravagant salesman with other salesmen working under similar conditions.

By using a simple graphic salesmen's expense chart I can now tell at a glance each week just how each man stands on each division of expense, not only for the current sales year, but in comparison to his own past expenses in that particular division for three years back. Beyond





*The contents of this  
FREE BOOK are  
outlined below.  
Send for it*

## NEBRASKA—Where Sales Opportunities Exist

Nebraska has 1,296,372 of America's most progressive and prosperous citizens. Nebraska is progressive because 98.6% of its population is literate and 87.1% native white.

Nebraska is prosperous because in 1923 Nebraska's corn crop alone increased its buying power \$40,000,000 over 1922.

The per capita value of all agricultural and live stock products in Nebraska for 1923 was approximately \$400 while for the United States it was \$125.

Nebraska—where the material wealth of the state is valued at \$5,320,075,000—where the per capita wealth is \$4,004—where there is one telephone and one automobile for every five persons.

Where the student body of the State University has doubled in five years—where the value of agricultural products is \$500,000,000 and the value of manufactured products is \$600,000,000.

There you will find the fertile and responsive market you are looking for.

The book illustrated above has just been published by sixteen of the leading Daily Newspapers of Nebraska, it describes in detail the tremendous buying power of Nebraska in 1924. It shows you how to reach this rich market most economically and effectively. It tells you of the thousands of well rated retail and wholesale distributing outlets and the cooperation pledged by these distributors.

It tells you what Nebraskans read and how they spend their money. It gives you in detail the facts about the Nebraska Daily Newspaper Association and what they have pledged to do for you. Are you devoting sufficient attention to this market, so rich that it increased its automobile ownership twenty-one per cent in the past two years?

A market of approximately 303,000 families, that can be reached by the combined circulation of these daily newspapers of 309,090 at a total cost of ninety-five and one-half cents per agate line.

### Send for FREE BOOK

*This book contains facts of interest to every manufacturer, sales manager, advertising manager and advertising agency. Send for it today*

### NEBRASKA DAILY NEWSPAPER ASSOCIATION COLUMBUS, NEBRASKA

OMAHA WORLD HERALD  
OMAHA BEE  
LINCOLN STATE JOURNAL  
LINCOLN STAR

GRAND ISLAND INDEPENDENT  
NORFOLK NEWS  
HASTINGS TRIBUNE  
KEARNEY HUB

NEBRASKA CITY PRESS  
FREMONT TRIBUNE  
FALLS CITY JOURNAL  
COLUMBUS TELEGRAM

BEATRICE SUN  
YORK NEWS-TIMES  
NORTH PLATTE TELEGRAPH  
SCOTTSBLUFF TRIBUNE

# NEBRASKA

**RICH in Farm Production**

**IMPORTANT in Industry**

National Representatives, O'MARA & ORMSBEE, INC., New York—Chicago—San Francisco

(Compliments Omaha World Herald—Morning, Evening, Sunday)

# Sales Increase in New York at Diminished Cost

Merchandising methods successfully operated in other cities do not work economically in New York.

Selling methods planned to meet the different and unusual conditions existing in New York, produce greater volume of business, at lower comparative cost, than can be obtained in any other American market.

Different conditions necessitate different methods, but the different conditions are recognized only by close scrutiny of the market, combined with an exact and accurate analysis of it.

Such an analysis is set forth in terse paragraphs in a booklet *"Why is the New York Market Different?"* which will be sent upon request.

**New York Theatre Program Corporation**

108-110-112-114 Wooster Street, New York

this, I can compare him instantly and fairly with the average of all other men engaged in the same type of work, and specifically with any other man engaged in the same or, in fact, any form of field selling.

To some sales managers it would seem of even greater value to be able to check, week by week, the average of each division of expense against the average of the three preceding years.

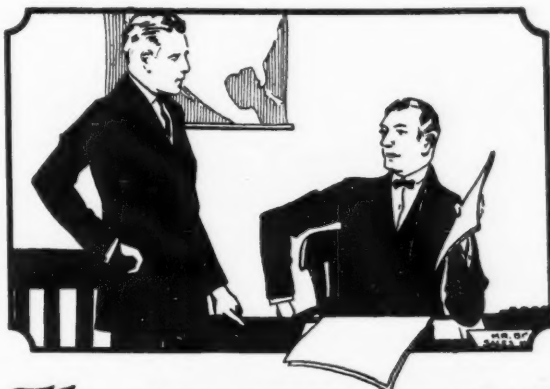
One of the phases of sales statistics that used to tax my strength and time to the utmost was the securing of a fair view of the sales work with sufficient promptness as to make it possible to write while the matter was still a live issue. In the old times, I had before me each month each salesman's personal sales compared to his personal sales of a similar period in the preceding year, and also the total sales up to the end of each period contrasted with the sales of the preceding year. All of this information was a tabulation of figures. The salesmen were grouped according to sales divisions, and arranged alphabetically within the sales division.

## Where Graphs Beat Figures

Right here let me point to this great weakness in tabulated figures. Whereas, in the upkeep of a graphic sales chart results show in this correct sequence, inevitably, in tabulated figures, unless a tremendous expense is involved, the original classifications and alphabetical or ranking lists which start the year must be continued until the end of the year. This makes comparisons which are most difficult at best, because the eye must carry figures long-eye distances, absolutely beyond the limit of sanity, on account of the zigzagging which comes into being during the current sales year.

Whereas the graphic sales chart becomes more simple, and its tendencies crystallize into facts as the year progresses, tabulation of sales figures soon become a hopeless maze and become the most feeble of staffs upon which to depend without long, difficult and intricate mental calculations and expensive retabulations.

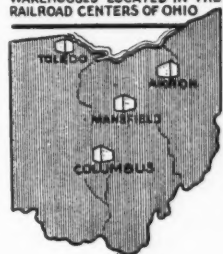
Again, let me emphasize the truth that every sales manager appreciates—the necessity of being in a position to act promptly. A sales manager once accustomed to graphic sales charts can, after a few minutes' study, dictate straight from them



## *The* SOLUTION OF THAT YEAR 'ROUND PROBLEM

**Cotterage**  
FOR CENTRAL STATES  
DISTRIBUTION OF MERCHANDISE

OPERATING EIGHT MERCHANDISE  
WAREHOUSES LOCATED IN THE  
RAILROAD CENTERS OF OHIO



## Keeping Distribution Expense in proportion to Sales—

Pay for warehouse service in proportion to the volume of your necessary stocks—that's warehouse economy.

The cost of Cotterage Service is based upon either package or weight as the case requires. By this method the cost of your distribution depends entirely upon the volume of goods actually in the warehouse.

Certain products are seasonable; others are staple. Business booms at times; at others there is a depression. Why then build a private warehouse or contract for fixed space on a yearly basis? A private warehouse costs practically as much to operate when nearly empty as when it is filled.

Peak season stocks in Cotter Warehouses prepare you for immediate deliveries in the Central States. Our trucks and vans are yours for store door deliveries and our traffic experts know the shortest and best transportation routes in this territory.

Let us prove to you that warehouse distribution will cut down your costs. Your requests for information should be addressed to our executive offices.

*Take up Cotterage Distribution with your Traffic Manager. He is reading Cotterage ads in "Traffic World"*

*The W. Lee* **COTTER WAREHOUSE Company**  
*Established in 1882*

Akron, Columbus, Mansfield and Toledo  
Executive Offices at Mansfield, Ohio





# What's Wrong With Your Salespeople?

## One Way to Correct It

Many a sale is lost through salesmen's blunders. Many a good proposition suffers through errors in the effort to sell it. Perhaps the greatest need in business today is the need for better salesmanship. How much **your** business suffers through the faults of your salespeople can only be conjectured.

You would correct these faults personally if time permitted. But your hours are full of other duties.

### A Novel, Practical Plan

How to train, how to develop your salespeople—how to make them better producers—may have been a problem to you. But here's a novel way to give them *constant training* without consuming your time, and at a cost so small as to be scarcely worth considering.

Through our SALES BULLETIN SERVICE you are constantly supplied with sales ideas in the shape of stories, anecdotes, experiences, quotations and illustrations, all ready for use in your own Sales Bulletin.

This material is gathered from practical experience, and while it is presented in an entertaining form it is virtually a continuous course in salesmanship, minus the dullness and drudgery of academic schooling.

### Some of the Topics Covered

The most vital phases of salesmanship are covered in this SERVICE; a few of them are: When to Quote the Price, The Seasonal Bugaboo, Getting to the Man With Authority, How and When to be Persistent, Knowing Your Man, The Science of Bluffing, Saying the Right Thing First, Remembering the Obvious Things, Importance of Following Every Lead, Appealing to the Buyer's—Not the Seller's—Interests, How to Use Rainy Days, Getting to the Facts in the Case, Tact in Helping the Buyer Decide, Those Blankety-Blank Alibis or Excuses, The Importance of Saving Money, The Best Time to Stop Talking, etc.

### REMINDER COUPON

The O. J. McClure Adver. Agency  
111 W. Monroe St., Chicago

All right, I will try your SERVICE, as offered, without obligation to me or my company. My name and title, with name and address of my company, are written in the margin, or on our letter-head.

This SERVICE contains none of the bunk known as "pep." It is not a "whoop-hurrah" SERVICE. It does not preach. On the contrary, each article contains a practical, tested, usable idea which your salespeople can put to use *every day*.

### Prominent Users

The list of users of this Service reads like a Who's Who of American Industry. Leading firms in nearly every line are using this material under our license agreement—convincing evidence of its genuine merit.

### Nothing Else Like It

So far as we know, there is nothing else similar to this SERVICE. It solves the problem without adding to your labors, without a big bill of expense, and without submerging your individuality.

It is equally suitable for every line of business selling through salespeople, whether on salary or commission.

It requires no special arrangements in your office. You are ready to begin using it *right now*.

### Enthusiastic Comments

One big user's letter is typical. He says the SERVICE "does much to give these salespeople the idea that we are regular fellows who have a personal interest in them." Another says: "I wish to take this occasion of complimenting you on the punch, common sense and really usable ideas incorporated in your Service." And still others: "Your service is proving mighty valuable—is certainly working in fine"; "it is what we have been looking for"; "they are unusually good."

### Trivial Cost

The cost is trivial—less than ten cents per day—no matter how many salespeople you have. For only \$36 you get the Service for a whole year—seventy-two illustrations and approximately 36,000 words—300 Selling Ideas.

### Special Proposition

We want you to try this Service for thirty days without obligation. Mail the coupon. Then take thirty days to decide whether you want the Service regularly. Let it sell itself to you on its own merit. Mail the coupon now. No salesman will call.

**THE O. J. MCCLURE  
ADVERTISING AGENCY**

111 West Monroe Street CHICAGO

into his trusty machine, with a consciousness that he has an absolutely correct grasp on the situation.

The sales manager, when confronted with masses of figures, instinctively shrinks from the comprehensive analysis which he must make before he dares to write or to act. The inevitable result is postponement of the analysis for more favorable conditions—for analysis of sales statistics presented in the form of figures requires idealistic conditions—and with the postponement ends the opportunity for most effective use of the information.

### Types of Charts

Among the simple forms of graphic sales charts can be listed:

1. Total domestic sales: (a) By years; (b) By months; (c) By periods; (d) By weeks; (e) By days.
2. Total foreign sales, in similar units.
3. Domestic sales by states; (a) Division into time units.
4. Foreign sales by countries: (a) Division by time units.
5. Domestic sales by responsibilities: (a) Headquarters; (b) Branch houses; (c) Salesmen. (These can be further subdivided by time units.)
6. Export sales by responsibilities: (a) Direct from headquarters; (b) Foreign branch houses; (c) Foreign agents; (d) Through export commission houses; (e) By salesmen. (These can be further subdivided by time units.)
7. Sales by products: (a) By groups of products; (b) By individual products; (c) By headquarters; (d) By branch houses; (e) By salesmen; (f) By geographical divisions: territories, states, cities and towns.

These straight "Sales Totals Charts" can be pictorially visualized in numerous ways. In a later article, the advantages and disadvantages of the various forms of pictorial representation will be explained from the standpoint of the chart-maker and, particularly, from the standpoint of the sales executive.

Other simple graphic charts which the sales executive can use as time-savers and as dividend-makers include:

1. Sales promotion: (a) Appropriation; (b) Division; (c) Expenditures; (d) Results.
2. Salesmen's efforts: (a) Days on the road; (b) Number of calls; (c) Number of sales; (d) Average number of items per order; (e) Average size of order; (f) Average size per item; (g) Proportion of staples; (h) Proportion of specialties; (i) Special deals; (j) Use of sales promotion material; (k) Number of window displays secured;

(Continued on page 1164)

# Agencies' Approval—

*Local advertising agencies are competent judges of the value of advertising mediums*

In spite of the fact that for seven months in 1923 the Oklahoma Farmer rate was five cents a line higher, and its circulation ten or twelve thousand less than the other state farm paper, the Oklahoma agencies paid the Oklahoma Farmer several thousand dollars more for space than they paid the second paper.

Business Placed by Agencies in 1923



Oklahoma Agencies placed 40.8% more advertising in the Oklahoma Farmer in 1923 than they placed in the other Oklahoma farm paper.

The agencies operating in Oklahoma placed their farm paper business as follows:

Placed in Oklahoma Farmer	-	20,604 lines
Placed in second farm paper	-	14,626 lines
Or a lead for the Oklahoma Farmer of	- - - - -	5,978 lines

The Oklahoma Farmer is pre-eminent in "home" service. There is no substitute for it in the Oklahoma farm field, and there is no guessing at the extent of its influence.

Land Advertising in 1923



The Oklahoma Farmer carried 76.7% of the total land advertising published in the two Oklahoma farm papers in 1923.

During the first three months of 1924 the Oklahoma Farmer has shown big gains in lineage over its own record of a year ago, and still bigger gains over its competitor. During this period the Oklahoma Farmer has carried 3,385 lines more Oklahoma commercial advertising than the second paper.

Livestock Advertising in 1923



The Oklahoma Farmer carried 14% more livestock advertising than the second Oklahoma farm paper in 1923.

These facts are conclusive of the dominance and power of the Oklahoma Farmer and its paramount influence to any sales campaign. It is an effective sales influence in 131,024 farm homes twice every month.

This record established early in 1924 is simply another proof that the Oklahoma Farmer is first in Oklahoma.

**Arthur Capper**  
Publisher

**The Capper Farm Press**  
Topeka, Kansas

**Marco Morrow**  
Ass't Publisher

#### Branch Offices

NEW YORK  
CHICAGO  
DETROIT  
CLEVELAND  
PHILADELPHIA

ST. LOUIS  
KANSAS CITY  
OMAHA  
OKLAHOMA CITY  
SAN FRANCISCO

#### Sections

CAPPER'S FARMER  
KANSAS FARMER AND MAIL & BREEZE  
NEBRASKA FARM JOURNAL  
OKLAHOMA FARMER

MISSOURI RURALIST  
PENNSYLVANIA FARMER  
OHIO FARMER  
MICHIGAN FARMER

# Painted Lilies

Many Good Reputations and Quality Products are Being Ruined by Sales and Advertising Tactics that Endow the Product With Imaginary Qualities

*By Will G. Caldwell*

**T**HIS is the only pen in the world that positively cannot leak a drop," said the salesman to me recently in demonstrating a new fountain pen. I bought it—paid three dollars more for it than I ever expected to pay for a pen.

It did leak. A drop from its barrel spoiled an important letter one afternoon when my secretary had an important date with the hairdresser and couldn't stay over-time. Now this pen seems to be a good one, but I can't forget that blatant statement, "This is the only pen that positively cannot leak a drop." It did leak and in spite of the fact that it is a good pen, well worth the money, I am not recommending it to any one else, and I can't quite get over a little grudge against the company, although of course, the salesman's statements probably should not be charged up against the company.

I wonder if most of our salesmen are not driving away millions of dollars worth of future business, and chilling a vast amount of warm good-will by such statements, carelessly made, and thoughtlessly countenanced by their superiors. It has always seemed to me that the average salesman is too anxious to convince us that his product is a bargain, that nothing else under the sun exists just like it, and that it is the ne-plus-ultra of perfection. Is it really necessary? Are we all such greedy persons that we will never buy anything unless we are convinced a rare bargain is being offered? I don't think so, and it seems to me that it is time sales managers got busy and urged their salesmen to sell with more restraint. A bright young salesman called on me at

my office recently and sold me a typewriter for my personal use on the strength of a new ribbon reversing device, and one or two other alleged improvements. Now the ribbon reversing device is a handy thing, but one day it didn't work, and hurriedly hammering away I pounded a ribbon in two because the little device got temperamental and went on a strike. I wished for my old typewriter back, and swore

between the manager of the service department and an elderly lady who had purchased a car because the salesman told her it was guaranteed against mechanical defects for a period of six months—or maybe it was a year.

What the salesman intended to tell the customer was that minor adjustments or imperfections would be taken care of without charge. What she really understood was that the car would be repaired no matter what might happen to it—collision, wreck, or punctured tires. She did have a puncture and was perfectly sincere in her thought that punctured tires came within the province of the guaranty. The service man thought she must be crazy, and as good as told her so. She went away bitterly disappointed, and with but one idea in mind—that she had been stung. And I can imagine her telling all her friends about how she was mistreated.

The salesman who sold that car to the old lady was probably as honest as any salesman in the country, yet in his zeal to make the sale he permitted his enthusiasm to run away with logic and planted the seed of dissatisfaction in the buyer's mind, even though his statements should have been understood by any reasonable minded buyer. The trouble is that there are too many buyers who are unreasonable—enough of them to seriously affect the good-will of most any concern that does not take the pains to make them understand the terms of the sale—and to let them know that the product is not fool-proof.

"I'd like to see anybody sell me a carbon remover," said a friend of mine recently as we drove away from a filling station. "I've fallen



At the point of closing the enthusiastic salesman often makes extravagant statements that endanger perfect satisfaction with the goods

never to listen to the blandishments of typewriter salesmen in the future. He had stressed only one point, and stressing it too much, I expected too much of it. When it failed I was peeved—not at him, strange to say, but at the great company he represents.

It would be a fine thing if all the salesmen could deal with logical, reasoning, liberal minded, patient folk who are minus tempers, grudges, and the desire to get even. Then good-will would not be such a difficult thing to retain; but the trouble is we are all fairly human and prone to blame the other fellow, and often the wrong fellow. That's why sales managers must teach their salesmen to sell with restraint—to understate, rather than overstate. In an automobile salesroom recently I overheard a conversation

SALES MANAGEMENT FOR JUNE, 1924





**Foldwell**  
TRADE MARK  
REGISTERED

*is used by*

**THE WAHL COMPANY**

The Wahl Company piece illustrated above is a full sheet broadside—25 x 38—with four folds. The diagonal strip is a solid color; the pen and pencil inserts are fine half-tones. A beautifully coated surface was needed to reproduce the striking illustrations prepared for this job—while extraordinary strength and folding quality were vital to the successful mailing of a broadside so huge. To remove all fear for the outcome of this piece it was printed on Foldwell Coated Paper, for The Wahl Company, like hundreds of other national advertisers of broad experience, knows that it can depend upon Foldwell for unusual results.

CHICAGO PAPER COMPANY • Manufacturers  
801 South Wells Street • Chicago  
NATIONALLY DISTRIBUTED

**Facts**

The method of making Foldwell produces LONG, viable fibres instead of the usual short fibre. Long fibres resist breaking by BENDING at a fold.

## NEW HAVEN CONNECTICUT

A fertile prosperous field. New Haven manufacturing conditions rank with the best in the country and with a great diversity of industries, this community is a notably prosperous one. It is the entering wedge to New England. The prosperity and the permanency of its workers cannot be better indicated than by the fact that a very large proportion of them own their own homes. There is plenty of area for expansion of factories and for the erection of new plants.

Advertisers can cover the New Haven territory at one rate in

## THE NEW HAVEN REGISTER

the newspaper read by practically everyone in the community. The average net paid Daily and Sunday circulation of the Register is over 40,000 copies—over 23,000 copies more than its nearest competitor.

The JULIUS MATHEWS  
SPECIAL AGENCY

Chicago New York Boston Detroit

for their sales talk several times, and not once have I had a carbon remover that did any good. The motor on this old bus is as good as they make 'em, but it does accumulate carbon. Just recently I bought a can of carbon remover put up by a concern that makes a well known line of other products, for all of which I am a prospect. The salesman told me that this can of carbon remover would end carbon troubles forever. I understood him to mean that one application of it would eliminate all carbon accumulations in my car. It did not. Every time I see that partially used can of stuff it reminds me of the concern whose name appears on it and makes me feel that I would never buy another of their products under any circumstances."

Couldn't this salesman have told this automobile owner that the carbon remover wouldn't remove accumulated deposits of carbon in a jiffy, and with but one application? Couldn't he have explained how the constant use of the carbon remover would keep a motor in good shape? Perhaps he could have, but the point is, he didn't.

### Sales Talk Killed Satisfaction

Overstatements, exaggeration, and wild claims characterize too much of the selling talk of the average salesman. Take the case of a young lady who told me about buying an electric grill. The salesman told her it could be used for cooking anything—any dish that could be prepared in a stove could be just as easily cooked in this little grill. She tried to fry a piece of steak on it and failed miserably. She thinks she has been stung, and it seems to me, rightly so, for the product didn't live up to the claims of the salesman. She tells me that she never had any idea of frying steaks on it, until the salesman put the idea in her mind. I wonder how many sales of electric grills she has killed!

Let me show how one knock travels by radio and a boost travels by slow freight and is, as Elbert Hubbard said, often sidetracked at the first switch. A man came into our office recently to ask our opinion about a certain office appliance. He had written several larger concerns about it, and all of them had boosted it, but he was not yet convinced. It happened that the machine was in disuse at the time of

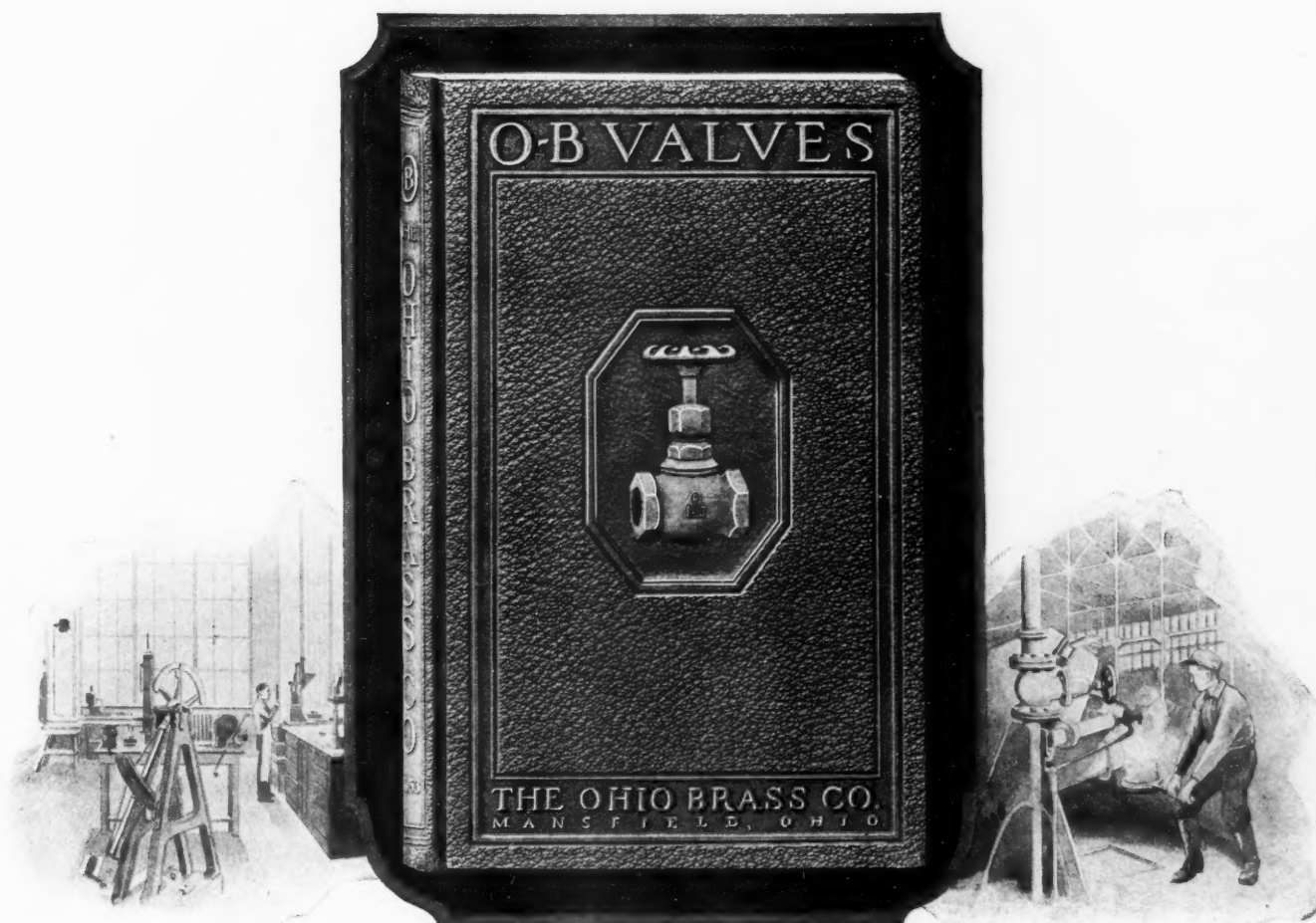
his call. He wanted to know why we were not using it. Well, we didn't exactly know; the operator didn't like it very well, and it had been out of repair once or twice and we had sort of lost the habit of using the little machine.

That afternoon the salesman who had been trying to sell him this machine came over to see what was wrong with our machine. It seems that this prospect had told him that we didn't like the machine at all, and were not using it. I felt sorry for the salesman, but perhaps he deserved no sympathy for losing the sale on account of us because he admitted that he had oversold us; that his service department had not turned out to be the paragon of efficiency and virtue he had represented it to be.

### Superlatives That Breed Complaints

I'd like to see a man who will not admit having been bitterly disappointed in at least two safety razors, three shaving creams, four or five pipes, several brands of golf balls and cigarettes, and tobacco brands without end all because the advertising or the salesmen promised too much. It is natural for us to want to believe—only a small per cent of the consuming public is inclined to be very cynical, and when an advertiser promises a pipe that can't bite your tongue, or get hot, a golf ball that you can scarcely cut with an axe, the buyer thinks he has a right to expect exactly what the advertiser or salesman promises. If the product fails to live up to the salesman's statements, then who is to blame? Surely not the buyer.

"Superlatives may have their place, but I am being converted to the idea that they have no place in our sales program," said a sales manager to me recently. "We have used them in our advertising, in our letters, and in our personal statements to salesmen and buyers. Recently I went over our sales talk with one of our salesmen who was not doing so well. Every time he made a statement I said, 'Why?' Half the time he had no answer at all. His superlatives fell flat when tested with that powerful little word 'why.' I think that the real buyers must use that word often, if not expressed in language it comes to their mind all the time the salesman is talking. The salesman who uses superlatives too often finds the buyers



## Good Covers Rouse Buying Interest

**T**HE Ohio Brass Co., Mansfield, Ohio, believe in *quality first* in advertising as well as in the manufacturing of OB Valves. Accordingly, they are using a Molloy Made Cover on their catalog, which was produced by The Franklin Company, Chicago.

The distinctive appearance and *feel* of a Molloy Made Cover create an impression of strength and quality which is automatically carried on to the merchandise on the pages within. Buying interest is aroused and increased sales result.

The selling value of your bound or loose leaf catalogs, sales manuals, dealers' and salesmen's books, etc., can also be strengthened by using a Molloy Made Cover, which possesses unusual wearing qualities. In fact, its sturdy, good-looking ruggedness will outlast the life of the catalog itself.

Send us one of your catalogs. We will submit suggestions and co-operate with you and your printer in putting a distinctive high quality cover on your books at moderate cost.

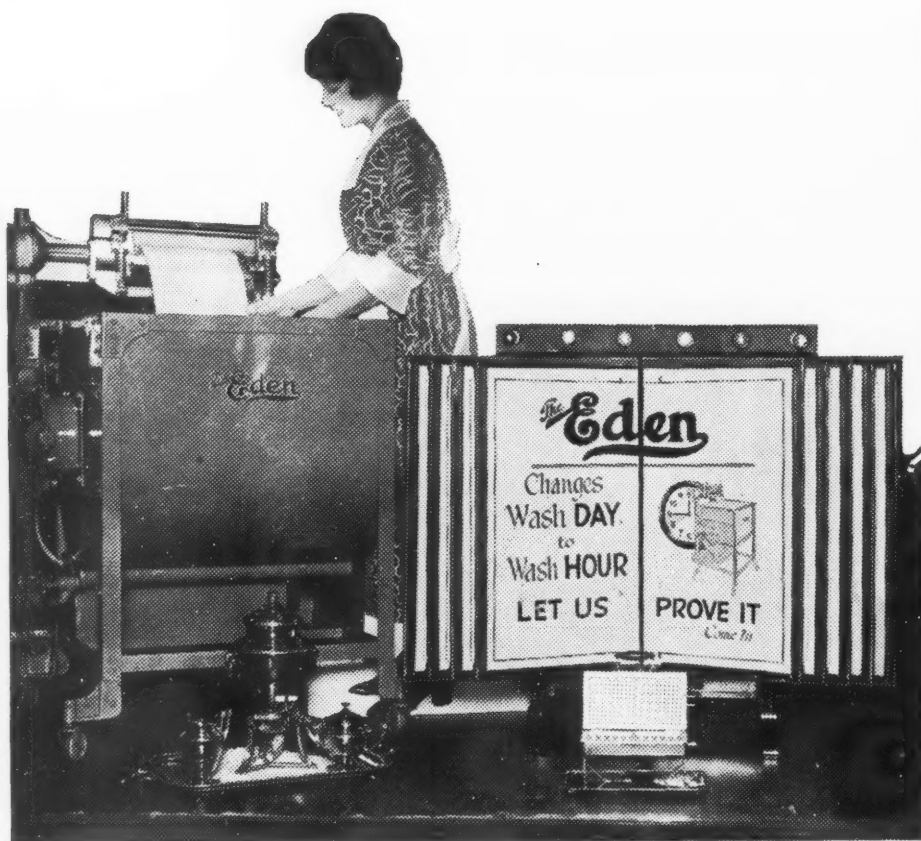
Molloy Made Covers are made only by

**THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS**  
 Chicago Offices, 2857 North Western Avenue      Eastern Sales Office, 300 Madison Avenue, New York  
 Carlton Publicity, Ltd., London, England

# MOLLOY MADE

Commercial Covers  for Every Purpose





## Let the Super-Salesman Tell Your Story

*Tells more — sells more*

Above is pictured our Super-Salesman telling the complete story of the Eden Washing Machine. It talks night and day—never tires. Its 14x26 inch wings turn automatically every twelve seconds. Reverses mechanically. Operated by 1-20th horsepower motor at a cost no greater than a 40-watt lamp. Flood light at bottom makes easy reading. The mechanical action of device and the intermittent glow of the colored lamps at top arrest and hold the attention.

**The Super-Salesman will pay for itself a hundred times by increasing sales. Retailers use it for window displays, manufacturers as a dealer help, exhibitors as an attraction at their exposition and convention booths.**

"One of our stores used the Super-Salesman to call attention to Barbasol and Gillette Razors. Both items were sold at our regular price and we were certainly surprised to find our sales on the two items increased about thirty per cent over the preceding week."—D. C. CUMMINGS, Manager, Hook Drug Co., Washington and Meridian Store.

"We have used your Super-Salesman as window displays for our various customers and the result was 100 per cent increase in sales. The machine has given us absolutely no mechanical trouble."—DAVID LENNOX, Manager, Sugar Creek Creamery Company.

"We have had one of your machines in our window for the past several weeks, telling the story of Celotex Insulating Lumber together with photographs of several local homes in which Celotex was used. The results have greatly surpassed our expectations."—Wm. J. Ryan Company.

"We found your Super-Salesman very effective when used at our booth at the convention and exhibit of the National Railway Appliance Association at the Coliseum, Chicago, last month."—Roberts & Schaefer, Engineers, Wrigley Building, Chicago

## AUTOMATIC DISPLAY FIXTURE COMPANY

415 Massachusetts Avenue  
INDIANAPOLIS, INDIANA

**AUTOMATIC DISPLAY FIXTURE CO., Inc.**  
415 Massachusetts Ave., Indianapolis, Ind.  
Please send information regarding Super-Salesman to:  
Name.....  
Address.....  
City.....  
State.....

'why'ing' him out of a lot of business."

In closing let me make this suggestion. Go over your complaints for a few weeks. Select all the complaints which seem, at first glance, to be unreasonable. Check them up carefully, asking yourself each time, "Could my salesmen have said anything that would have led to this complaint?" Try the same plan with returned goods. It will surprise you to learn how many of the seeds for complaints were planted by the salesmen at the time they took the order. In checking up an unusual increase in complaints recently a sales executive found most of them came from two salesmen's territories. One of these salesmen had been trained by the other, and both were apparently using the same sales talks.

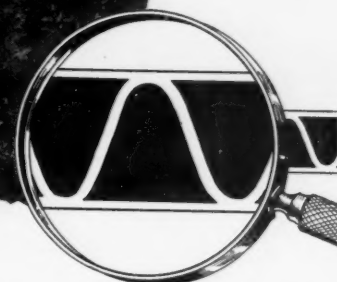
### A More Modest Sales Talk

Traced down, the source of the complaints was found to be in the salesmen's promises—rather in the salesmen's overstatements—which were entirely unnecessary to complete the sale. The salesmen lacked the right training, lacked confidence in the product, and perhaps confidence in their own ability, so they overstated, not with any malicious intent, but with a careless and thoughtless disregard of the consequences. When these salesmen were shown what their overstatements were costing the company in returned merchandise and dissatisfied customers it was easy for them to develop a selling talk that was just as effective, yet which contained no overstatements which created dissatisfaction, and brought a flood of returned goods.

A trade-mark decision of considerable interest to sales managers is the recent opinion of the Court of Appeals of the District of Columbia, in which the California Crushed Fruit Company was denied the registration of the name "Suncrush" as a name for a beverage. The suit was brought by the Orange-Crush Company of Chicago in an effort to protect its widely known name. The court handed down the decision that "crush" is a valid, technical trade-mark, and rendered the opinion that the Orange-Crush Company had the right to its exclusive use.



*The perfect arch insures the strength*



## *The Strong Arch—the Margin of Safety to Goods Shipped in Mid-West Boxes*



800 lbs. on a Mid-West waterproof box for two minutes, with the hose turned on. Result—wet, but as good as before.

The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—

BETTER

**A**S the simple arch of the railroad culvert, unnoticed and unsung, is the key to the lives and safety of the thousands of human beings who flash over the steel rails above by day and by night, so the high, strong, resilient arch construction of the corrugated fibre board in Mid-West shipping boxes absorbs shock, pressure and vibration that tend to damage or destroy shipments of goods in transit.

The Mid-West box offers a 30% to 70% greater margin of protection which, translated into dollars and cents, proves conclusively the startling difference between a box made less for utility than profit—and a Mid-West box, embodying the finest materials and designed for maximum protection.

Buyers! A close, comparative check-up on the performance of cheap, low cost boxes and the Mid-West product will make it easy for you to specify the Mid-West box, the safer, better box, on your next order.

Give the Mid-West box a tryout, and see what it will do. One of our engineers will call on you if you wish. No obligation.

### **Three Distinctive Mid-West Features**

**Waterproof Container:** Is everything its name implies.

**Triple Tape Corners:** Stop tapes from splitting and peeling.

**Offset Score:** Insures tight closing contact of end flaps.

*Our "Perfect Package" Data Sheet is free on request*

# **MID-WEST BOX COMPANY**

### **General Offices**

18TH FLOOR CONWAY BLDG.  
CHICAGO, ILL.

**Corrugated Fibre Board Products**



### **Factories**

ANDERSON, INDIANA  
KOKOMO, INDIANA  
CHICAGO  
CLEVELAND, OHIO  
FAIRMONT, W. VA.

## —and when you cover South Bend

*South Bend is a good  
try-out town.*

*We can assist you to  
increase your sales  
thru our merchan-  
dising department.*

*We can prove it  
by some first class  
references.*

YOU will doubtless  
want some infor-  
mation as to the po-  
tential business in this  
prosperous territory.

Let us help you. If we  
haven't the data you  
wish we'll get it for you.

Our circulation is now  
better than 23,000  
daily. Guaranteed  
largest in northern  
Indiana.

We are represented in  
the national field by

LORENZEN & THOMPSON, INC.  
New York Chicago San Francisco Los Angeles

## SOUTH BEND NEWS-TIMES

*DAILY and SUNDAY*

J. M. STEPHENSON  
Publisher

Member A. B. C.

R. H. McAULIFFE  
National Adv. Mgr.



# Indiana's Place in Your Summer Sales Campaigns

**I**N selecting territories for summer sales drives the average sales executive, this summer at least, is perhaps interested first of all in whether or not a territory seems capable of sustaining a volume of sales which will return a fair profit to the seller. In considering Indiana there are many contributing factors which seem to indicate that the Hoosier state will be more productive than certain other states whose income is dependent on less diversified sources of wealth.

As everyone knows, the northern part of Indiana has witnessed in the past twenty years the greatest manufacturing development of any section of similar area in the country. The manufacturing towns of South Bend, Gary, Hammond, Whiting and Indiana Harbor have become vast beehives of industry, turning out practically all standard products: steel, machinery, motor cars, tin plate, cement, vehicles, flour, glass, furniture and woodenware. At Whiting, the Standard Oil town, there is a vast activity in oil refining.

This section of Indiana is responsible for the ascendancy of manufacturing over agriculture in the Hoosier state, and while it is vastly important in considering the state as a market for any product, it represents but a portion of the entire market afforded by the state. Thirty-seventh in rank in point of area, Indiana ranks eleventh in population, affording a densely populated territory that enables sales work to be carried on at a minimum of expense.

As we travel south in Indiana, agriculture, manufacturing, lumbering and mining all compete for first place in furnishing wealth and stability. At the southernmost portion of the state there is Evansville, the leading hardwood lumber market of the country, selling and handling not only the vast state cut of hardwood, but handling a heavy portion of the immense output of hardwood from the southern forests.

Ranking sixth in coal production, Indiana is assured of further income to add to the stability of business within the state. With manufacturing on a vast scale, prosperous farms, mining, and meat packing (Indianapolis has the

largest single hog killing plant in the world), Indiana is well protected against slumps in business which so often overtake other states whose resources are less widely diversified.

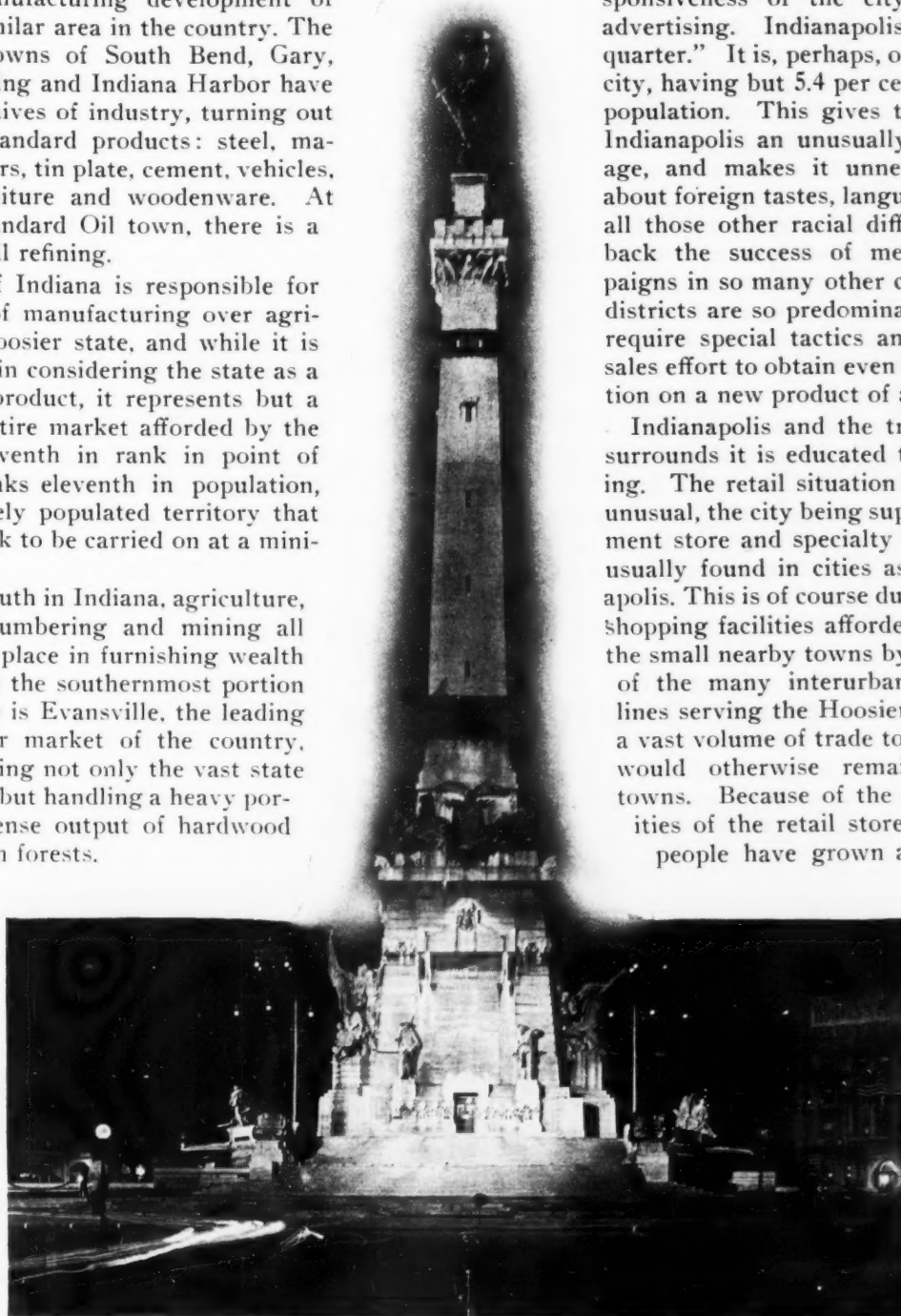
With Indianapolis ranking twenty-first in population, and thirteenth in retail sales volume, it is easy to understand why Indianapolis, and the entire state of Indiana, may be looked upon as a more than even bet for successful summer sales campaigns this year.

In planning a campaign in Indianapolis, one of the first things to consider is the responsiveness of the city's population to advertising. Indianapolis has no "foreign quarter." It is, perhaps, our most American city, having but 5.4 per cent of foreign born population. This gives the newspapers of Indianapolis an unusually thorough coverage, and makes it unnecessary to worry about foreign tastes, languages, customs and all those other racial differences that hold back the success of merchandising campaigns in so many other cities where whole districts are so predominantly foreign as to require special tactics and perhaps double sales effort to obtain even a meager distribution on a new product of any kind.

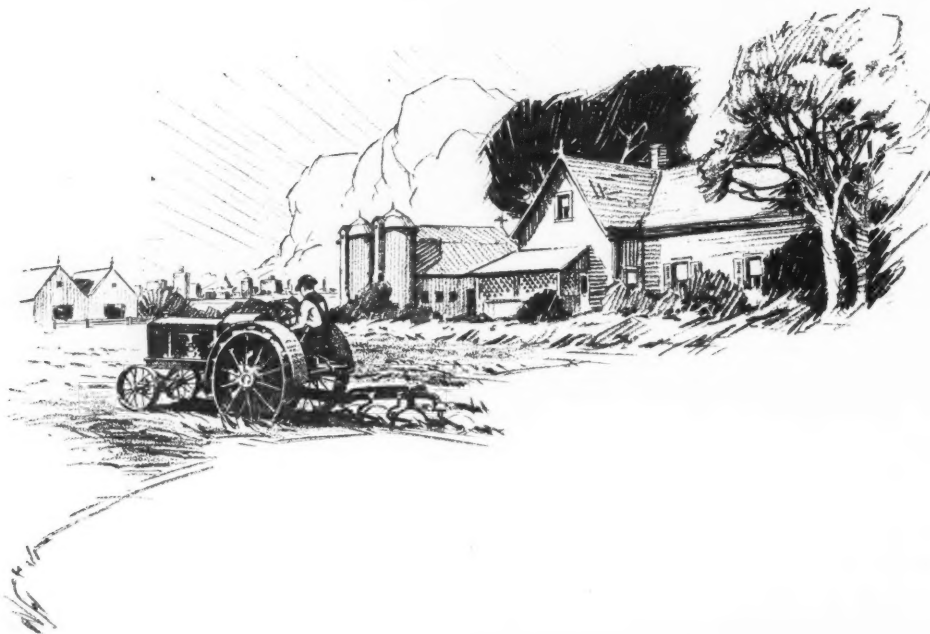
Indianapolis and the trading radius that surrounds it is educated to watch advertising. The retail situation in Indianapolis is unusual, the city being supplied with department store and specialty shop facilities not usually found in cities as small as Indianapolis. This is of course due to the convenient shopping facilities afforded the residents of the small nearby towns by the quick service of the many interurban and motor bus lines serving the Hoosier capital, bringing a vast volume of trade to Indianapolis that would otherwise remain in the small towns. Because of the advertising activities of the retail stores in Indianapolis, people have grown accustomed, more

than in the average city, to look for the advertising, to be guided by it and to come to Indianapolis for even minor articles.

Further evidence of the responsiveness to advertising is shown by the experience of a large number of



# What about



INDIANA offers an \$8,000,000,000 market to a wide variety of commodities. It is always a market eager to acquire the best. It is sensitive to well-planned merchandising efforts, and rich in rewards for the advertiser.

## THE INDIANAPOLIS STAR

### *Foreign Representatives*

KELLY-SMITH CO.  
Marbridge Bldg., New York  
Lytton Bldg., Chicago

GRAVURE SERVICE CORP.  
25 West 43rd St., New York

R. J. BIDWELL CO.  
742 Market St., San Francisco  
Times Bldg., Los Angeles



# THE STAR I

of

# t *Indiana?*

Regardless of its rank in importance among states covered by your sales program, Indiana should be thoroughly understood before your plans are set.

*Get the  
Facts on  
Indiana*

In deciding the question of newspapers to be used, your space buyers will consider BULK and QUALITY of circulation—one or both.

Published in the heart of three key zones, STAR newspapers are just as much a part of Indiana as the Wabash River. And much like that storied flood in volume.

We are quite ready to inform you fully on the marketing statistics of Indiana. And to show you the excellence of STAR newspapers—published every morning including Sunday—in point of MASS and CLASS appeal.

*More Good  
Readers  
Per Dollar*

More good readers per dollar is the argument that puts The Star League on every comprehensive newspaper list.

## THE MUNCIE STAR THE TERRE HAUTE STAR

### *Foreign Representatives*

KELLY-SMITH CO.  
Marbridge Bldg., New York  
Lytton Bldg., Chicago

R. J. BIDWELL CO.  
742 Market St., San Francisco  
Times Bldg., Los Angeles

R LEAGUE  
*Indiana*





75,000 people

IN

## GARY INDIANA



An advertiser  
could use all  
six of the  
Chicago  
newspapers  
and not half  
cover  
Gary

The circulation  
of the  
Gary Post-Tribune  
*within the  
city limits*  
is over  
11,000  
daily

Here is a  
splendid  
test market  
for you



## GARY POST-TRIBUNE GARY, INDIANA

*Member of A. B. C.*

Western Offices  
Knill-Burke, Inc.  
122 S. Michigan Ave.  
Chicago

Eastern Offices  
Knill-Burke, Inc.  
Brokaw Bldg.  
New York



The downtown section of Indianapolis—where half of central Indiana's population trades

advertisers who, thinking they had the Indianapolis market in hand, stopped advertising and slowed up selling activity, hoping to sit back and watch the momentum of the advertising carry their sales through several years. One product which had a distribution of thirty-eight per cent in 1920, when advertising was started, was soon boosted into first place in both sales and distribution by means of an aggressive advertising and sales campaign. Within a year this distribution had been increased to sixty-five per cent. Sales were jumping right along, despite losses by competitive concerns. The campaign was so successful the advertiser thought that advertising could be safely discontinued. Sales dropped off in a few months and gradually the product disappeared from the shelves until in the latter part of 1923 it was on sale in but three per cent of the Indianapolis stores.

### Continuous Advertising Necessary

Instances similar to the above could be cited, one after another, each one carrying the story of a product that practically disappeared from the market when advertising and sales efforts were discontinued; or of others which captured the market and were boosted to leading sellers by means of a sustained and well planned merchandising cam-

paign, instead of the ordinary flash campaign.

In selecting territories for special sales activity this summer, a prominent sales and advertising counsellor points out that the following factors should be taken into consideration, before it is decided to spend any considerable amount of money in a special effort to bolster up sales: condition of farm trade, local industrial conditions, diversity of income, employment situation. While there are other conditions, such as competitive activities that influence sales, these four basic factors will have a strong bearing on every sales campaign this summer.

### Factors Affecting a Campaign

The Indianapolis market itself, and the radius from which it draws its trade, is exceptionally well prepared to make a good report of itself on each of the four factors just mentioned. Take farm conditions; corn is Indiana's first crop, yet by no means its only one—but important indeed when we consider that it is usually third or fourth in corn production. In wheat production Indiana ranks about ninth or tenth, depending upon the acreage and crop conditions in other states. Next in value among the farm and live products come hogs, oats, timothy, clover, cattle, eggs, and poultry. This diversity of products, coupled with the fact that Indiana farmers

have for many years been drawn into industry during idle times on the farm, the Indiana farmer is far from being in the distressing condition of some of his brothers in other states where there is no industrial work to bolster up his income, and no diversity of crops to fall back on as a stabilizer when the leading crop fails to pay a profit.

Local industrial conditions in Indianapolis are so stable that the city has never experienced real depressions such as are known in other cities where the closing of one or two enormous industrial plants throws a majority of the industrial workers out of employment over night. Food products being the chief industry in Indianapolis, there is no danger of widespread unemployment, for no matter how business may fluctuate, food products maintain an even keel practically year in and year out.

#### Retail Selling Conditions

The floating supply of labor in Indianapolis is largely drawn from the farms in boom times. When production recedes and there is a slight let up in employment, these emergency workers go back to the farms and small towns surrounding Indianapolis where living is inexpensive, and instead of becoming a burden on the city, they are absorbed into the farm and industrial activities nearer their homes and remain as contributors to the retail buying in Indianapolis. Employment, while not at a peak, is very satisfactory in Indianapolis, and according to the personnel directors of several of the largest establishments there is work for all who want it—particularly heads of families.

Retail conditions in Indianapolis center around the importance of the downtown shopping district, which is even more dominant in retail sales



Indianapolis is famous for its parks and drives

## An Indiana Sales Manager

—formerly an executive in one of America's outstanding advertising agencies, wrote concerning the Lamport-MacDonald Company:

“ \* \* \* Of the thirty advertising agencies that solicited our account, they were selected, not because their service was any cheaper or because there were any concessions made by them, but because \* \* \* I felt that the Lamport-MacDonald Company would fit into our policy more genuinely than any other agency in the country. First, because they are young men with young and energetic viewpoints which they reflect in all of the advertising which they produce. Second, because of their high morals and business character. Third, because of an often expressed desire, *already realized*, to act in such close conjunction with us that we could consider them more as a part of our organization than as a detached unit. \* \* \* ”

Surely our method of working with our clients must be different and of an unusually successful nature. A visit in either your office or ours will in no way obligate you—it may be the means of your discovering a type of agency service which you have long hoped to find.



**Lamport-MacDonald Co.**  
Advertising  
**J.M.S. Building-South Bend, Ind.**



## No One Shops BLINDFOLDED

Before the actual purchase is made in a store, it is the usual practice to first go window shopping.

What are *you* doing to attract the buying attention of this great army of prospective purchasers who go window shopping on Main Street from coast to coast?

## "Good-Ad" Window Signs of DECALCOMANIE

That "Goes on Forever"



are made of permanent and brilliant non-fading colors—long-lived window signs, becoming almost a part of the glass itself, that never wear out their usefulness—perpetually pointing out WHAT to buy and WHERE to buy it. Superior to every other form of sign—and more economical in the long run.

**PALM, FECHTELER & CO.**

*Decalcomanie Pioneers*

67 Fifth Ave., New York

*Representatives in all Principal Cities*

**FREE  
SKETCH  
OFFER**

**PALM, FECHTELER & CO.**

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "S" and FREE COLOR SKETCH, without obligation.

Sign here \_\_\_\_\_

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.



Part of the shopping district

than in many other cities. For instance, sales of toilet articles are concentrated in the downtown drug and department stores to the extent of seventy-seven per cent of the total sales of the city, leaving only twenty-three per cent to be sold by the neighborhood stores.

### Conditions in the Grocery Trade

However, this condition does not hold true in such a large measure of other products, grocery sales in particular, which have shown an increasing trend away from the downtown district towards the neighborhood stores. In 1919 downtown grocery stores commanded approximately one-third of the business; this dropped the following year to approximately one-fourth of the total business of the city; year by year the trend towards the neighborhood stores has increased until in 1923 only seven per cent of the city's total grocery sales were made in the downtown shopping district.

This trend away from the downtown center in grocery buying shows the need for greater advertising and sales effort, and the necessity for a more careful working of the outlying stores. Chain stores in the grocery field are increasing in importance, approximately forty-two per cent of the total grocery business being transacted in the 264 chain grocery stores, leaving but fifty-eight per cent to be handled by the remaining 1,190 independent stores.

Because most sales managers prefer to center their efforts on the leading retail and wholesale markets in a state, we have devoted most of this article to a consideration of conditions in Indianapolis, but it is by no means the only market worth cultivation in the state. While it is true that the Indianapolis retail stores draw trade from a large part





J. E. GREENSLADE, President  
National Salesmen's Training Association

## Let Me Introduce You to Some Real Salesmen—Gratis, of Course

**T**HERE are still a good many sales managers who are not aware of the fact that the National Salesmen's Training Association maintains an Employment Service Department that is gratis to all concerned.

Every year we put thousands of our Members in touch with concerns needing salesmen—and invariably these men make good in a big way right from the start. This is not surprising to us because a trained salesman will always outsell a man who relies on native ability.

### *N. S. T. A. Members Receive Specialized Training*

In addition to a thorough training in the fundamental principles of salesmanship, our Members receive specialized training in the following lines:

Real Estate  
Automobiles and Accessories  
Stocks, Bonds and Securities  
Insurance  
Advertising and Advertising Specialties  
Groceries  
Boots and Shoes  
Hardware  
Clothing  
Office Supplies  
Meats, Poultry, etc.  
Dry Goods  
Musical Instruments and Supplies  
Sporting Goods

If you need one or more salesmen then do not hesitate to use the request blank below. We have scores of Members who are ready to step into sales positions—many of them have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our result-securing system of Salesmanship Training.

### *Wonderful Records Made By N. S. T. A. Members*

We have in our files hundreds of records to prove our Members *have quickly lead entire sales forces* after a short period on the firing line. And the remarkable part about some of these performances is that a good many of the records are held by men who never sold goods before. But they know what to do and what not to do—thanks to the training they had received with the N. S. T. A.

There are no strings to this offer. So why not see what this free service can do for you. Without question we have just the right kind of man or men you need. And every man has proved his energy and ambition by completing his training with us.

### *Write or use the Coupon*

We make absolutely no charge for putting you in touch with our Members. Just let us know your needs, how many men you want, and we will find the men who fit into your proposition.

Hundreds of the best known concerns in the country have used this Employment Service with a full measure of satisfaction. You, too, will be highly pleased.

### **Employment Department**

### **National Salesmen's Training Association**

53 West Jackson Boulevard

Chicago, Illinois

NATIONAL SALESMEN'S TRAINING ASSOCIATION  
Employer's Service Dept.  
Suite 515-27 Monadnock Building  
Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions. We plan to employ additional salesmen.

How many?.....  
Territory.....  
Firm.....  
Street..... City.....  
Line..... Manufacturer.....  
Wholesale House.....

A few of the 5,000 who send letter and printed matter "under the same cover"



**T**HE reason for the increasing use of Du-Plex and Mon-O-Post Envelopes is simple. Printed matter **MUST** be read.

Du-Plex and Mon-O-Post Envelopes, with one compartment for your catalog or booklet travelling under Third-Class mail and another for your letter travelling under First-Class mail, **GET** printed matter read. They place sales letter and printed matter before the prospect *at the same time*.

Du-Plex and Mon-O-Post Envelopes, for many manufacturers, have stilled that swan song of most printed matter "under separate cover." They make it possible to *individualize* your mail matter. They save time, effort and selling expense. They eliminate waste of expensive printed matter. And they give you just what you are looking for—more sales through the mails.

An enlightening booklet on direct by mail selling is yours for the asking. Just write for "Suppose This Were Your Catalog."

**DU-PLEX ENVELOPE CORPORATION**  
365 SOUTH SIXTH STREET, QUINCY, ILLINOIS

"Mailing Information Headquarters"

Twenty-four Branches in Metropolitan Centers

**Du-Plex**  
2-in-1  
**ENVELOPES**

Pat. U.S.A. May 20, 1919, Oct. 9, 1923, Feb. 28, 1924, Pat. Canada Sept. 30, 1919, Other Pats. Pending

**COLUMBIAN**  
**(MON-O-POST)**

**ENVELOPES**

Patented July 19, 1921  
Other Pats. Pending



Both Together: Sir!

Du-Plex Envelopes, in stock sizes and in average quantities, are sold by many leading stationers. If you cannot secure them locally write direct to "Mailing Information Headquarters."

Du-Plex Envelopes are used for mailing catalogs, booklets, magazines, newspapers, photographs, blueprints, samples and merchandise when accompanied by letter or invoice—for every combination mailing purpose.

© 1924

**FOR MORE SALES THROUGH THE MAILS**



Residence street in the Hoosier capital

of the entire state, there are many fine, prosperous towns which should be worked as separate units. Among these cities are, of course, South Bend, whose position in the manufacture of automobiles, vehicles, sewing machines, plows and implements is too well known for comment, Gary and Hammond (some managers prefer to work this section out of Chicago), Fort Wayne, Terre Haute and Evansville.

#### Indiana's Small Town Market

The small and medium sized towns in the state afford excellent opportunities for sales managers to bolster up sales at a less-than-usual cost because of the excellent electric and motor bus transportation afforded their salesmen. Small towns this summer will take on new importance because it is these small towns that are the last to be worked by the concerns that are offering distress merchandise—who are willing to unload at a loss. The big department and specialty shops whose buyers visit leading wholesale centers are out to buy at less than cost—are looking primarily for the manufacturer who needs quick cash and who is willing to sacrifice profits. Not so with the buyers of the small towns. They cannot comb the markets for distress merchandise, and because they are more willing to sell quality merchandise for which there is a well established consumer acceptance, the salesmen with established lines will often find a more cordial welcome in the prosperous inland towns of Indiana than elsewhere—this will be particularly true this summer. So in planning sales campaigns, sales managers who include towns such as Anderson, Kokomo, Muncie, Elkhart, Lafayette, Marion, and Logansport will probably find themselves amply repaid for the effort.

# "The Value of a Good Name"

*Excerpts from address by William H. Rankin, President  
William H. Rankin Company, Advertising Agents, before  
the Advertising Staff of The New York Times, May 9, 1924.*

I FIND it hard to believe that you men fully realize the value of the good name The New York Times has won. The readers of a newspaper are what makes that newspaper. The name a newspaper has with its readers is what makes that newspaper a good or bad advertising medium. I rank The New York Times as one of the ten leading newspapers of the world—and it isn't the tenth. In the main,

I think The Times and the men who represent The Times are too modest about its value as an advertising medium.

\* \* \* \*

THE New York Times has pioneered good newspapers throughout the entire world. It not only prints "All the News That's Fit to Print"; it does not print advertising that is not fit to print. That is why The Times has won the confidence of its readers. You have spent millions of dollars in securing the confidence of 350,000 readers during the week and about 600,000 on Sunday. Do you realize that what you sell is a blank white page at a cost of less than one-half cent per copy per home reached, and that you give the advertiser more value for the dollar he spends in The New York Times for white space than he can get any other place I know about?

\* \* \* \*

FEW advertising men analyze what they are giving to the advertiser when they sell him a full page at so little cost. The advertiser could not deliver his advertisement for less than one cent if he hired a boy to do it. Yet you deliver it, you print the page, you put it into a newspaper that the reader buys

*I take as my subject "The Value of a Good Name." No other thing means so much to the success of an advertising campaign. It is the prime requisite of success in advertising, no matter what product is being offered to the public. I am going to apply the same principle to the newspaper business—to The New York Times.*

and pays for and invites into his home as his personal guest and friend. A one-cent postcard cannot compare in value with a full page in any newspaper.

\* \* \* \*

IF the advertiser printed a page and sent it into those same homes, it would go in, without invitation, as an intruder, and it would find its way into the waste basket. But in The New York Times it is an integral

part of a good newspaper, and the readers have the assurance that the newspaper stands back of the advertisement; it supports what is said in that advertisement. I have known pages to bring back in actual returns as high as \$10,000; just one page in one home.

\* \* \* \*

ADVERTISING is bought and sold on the basis of results in values to the advertiser, and newspapers like The Times have helped bring this condition about. I have had advertisements in The Times that have brought answers from thousands of miles away; sometimes just a 300-line or single-column advertisement, too. Advertising of the right kind, placed in The New York Times, will sell goods to your readers at a profit to the advertiser and be a support to the high advertising principles of The Times.

\* \* \* \*

THE TIMES has a good name in advertising—a good name editorially and in a news way—and the publishers fully realize its great and lasting value, so that the paper is conducted on a basis that makes its good name a measure of its great deserts.



# How Much Does Business Fall Off in the Summer?

An Investigation Shows the Much-Talked-Of Summer Slump to be More of a Myth Than a Fact

**I**N a few days or weeks will come the time when sales managers are popularly supposed to lose their hair—hair which is torn out by the fistful between the hours of nine and ten in the morning when they read over the reports of the men in the field and learn:

"This town is dead in summer."

"They asked me to call back in October."

"The jewelers (substitute any other trade) are not doing any business."

"Twenty-seven calls—two interviews. Everybody on vacation."

There is usually a grain of truth in these summer alibis, but the depressing angles are almost always overplayed by the salesmen. They don't know, actually, what the figures are. They will admit quite readily that summer months may be best for some salesmen, but of course their line is different! The "New York American" has made an analysis of July and August business in Metropolitan New York which shows exactly how much different lines of business increased or decreased from the average or normal level.

## Transients Must Buy Also

The study covers twenty-six important lines of business, including manufacturing, wholesale and retail trade. The figures have been averaged for the three years of 1921, 1922 and 1923. One-twelfth of the annual business equals the average month, or 100.

The accompanying figures show that the summer slump, like so many business ills, is to a large extent a state of mind, a mental attitude, a theory, and not an actual condition worthy of the attention it gets. The figures apply to New York City business, but it seems reasonable to suppose that conditions are quite similar in other large centers, especially those that can lay any claim to being summer resorts. Hundreds of thousands of New

Yorkers, for example, go to Maine or the Adirondacks for several weeks in the summer—but their places are filled by out-of-towners who think that New York is the best hot-weather resort in the country.

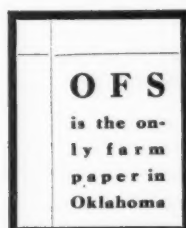
It is always easy to sublet a furnished apartment in New York City in the months of June, July and August to visitors from Minneapolis and Columbus—and the latter in turn rent their homes to other visitors who think that Minneapolis and Columbus have a sublime summer climate. So there you are. Just as much business is done in most lines, but the buyers contain a larger proportion of transients. There is certainly just as much need for merchandise and service—there are just as many people in the country, and they don't let a climb in the thermometer stop them from getting

married and having babies and buying new clothes and eating several meals a day. As the facts prove, they deposit just as much in the savings banks, and they keep right on buying groceries, drugs, candy and soda, cigars and milk.

Sales in the majority of instances must first be made to the wholesale trade. These wholesalers, in New York at least, are selling actively during the "slump" months. Retail sales are close to normal except department stores, which are open only five days a week.

The semi-annual meeting of the Association of National Advertisers was held in Cleveland May 26, 27 and 28. P. L. Thomson, publicity manager, Western Electric Co., was the principal speaker. The general subject for the three-day meeting was "Distribution."

	Average for July and August
<b>Transportation and Communication</b>	1. Outgoing railroad passengers ..... 115½
	1a. Incoming railroad passengers..... 114
	2. City railway passengers..... 99
	3. Telephone calls ..... 87½
<b>Vital Statistics</b>	4. Marriages ..... 90
	5. Births ..... 104
<b>Manufacturing</b>	6. Factory employment ..... 98½
	7. Factory payrolls ..... 98
	8. Women's coats and suits, sales by mfrs..... 108
	9. Men's clothing, sales by mfrs..... 114
<b>Wholesale Trade</b>	10. Building contracts awarded ..... 99
	11. Wholesale trade, all lines ..... 101
	12. Wholesale drugs ..... 97½
	13. Wholesale shoes ..... 97
<b>Retail Trade</b>	14. Wholesale dry goods ..... 97
	15. Wholesale hardware ..... 95½
	16. Wholesale groceries ..... 98½
	17. Retail milk sales ..... 98½
<b>Finance</b>	18. Department stores ..... 67
	19. Five and ten cent stores..... 82
	20. Grocery stores ..... 91
	21. Drug stores ..... 96½
	22. Candy and soda stores ..... 90
	23. Cigar stores ..... 94
	24. Restaurant sales ..... 96½
	25. Bank checks issued ..... 91½
	26. Savings deposits ..... 100



*The*  
**Oklahoma Publishing Company**  
*Announces the Purchase of*  
*the* **OKLAHOMA FARMER**  
*and Its Consolidation with*  
*the* **OKLAHOMA FARMER-STOCKMAN**  
*Effective with the June 10, 1924, issue*

The personnel of the Oklahoma Farmer-Stockman will remain the same.

**Carl Williams, Editor**  
**Edgar T. Bell, Advertising Manager**  
**E. Katz Special Advertising Agency**  
**New York Chicago**  
**Kansas City Atlanta**  
**San Francisco**

**I**T is further announced that, effective with the June 10th issue, advertising rates in Oklahoma Farmer-Stockman will be \$1.10 a line.

Until all records are checked the Oklahoma Farmer-Stockman cannot guarantee circulation, but the press

run for the June 10th issue will be more than 200,000 copies.

The Oklahoma Farmer-Stockman will continue to give its friends and advertisers the same high standards of editorial content and advertising co-operation, and adds the invitation to old and new advertisers to take advantage of the advertising columns of what is now the only farm paper in Oklahoma, and the greatest farm paper in the Southwest.

**E. K. Gaylord, President**  
**C. W. Boggs, Sec'y-Treas.**



# EDITORIAL

*This is being written on the Oriental Express, enroute from Paris to Rome. It is now nearly six weeks (it seems six years) since I sailed on the "Leviathan" to undertake a first-hand investigation of the market abroad for American products. In six weeks much can happen, so I shall not attempt this month to comment upon any current problem, but will instead give you a few observations picked up along the way.*

*I shall return to Chicago June 18th and if any of our readers care to write me as to the opportunities for marketing their products in the countries I am visiting, I shall be glad to help them if I can. I am interviewing leading sales managers, advertising men, publishers and distributors in England, Scotland, Holland, Belgium, France and Italy, as well as representatives from British dominions overseas who are attending the London Exhibition. Any information I can give you will be given without cost or obligation.—J. C. A.*

## The Cost of Selling in England and in America

We Americans are inclined to poke fun at the slowness of the English to adopt modern marketing methods.

But when we begin to dig into the facts, as I have been doing, you wonder if it is not the Americans who are slow, and if, after all, our much vaunted leadership is not overrated. Facts are ugly things—and the facts are that in spite of our "advanced" methods the percentage of selling cost to selling price is lower in the United Kingdom than it is in the United States. I am referring now to staples—not office appliances or products requiring educational effort. Possibly the density of population is a factor. The English think it is. But I incline to the opinion that the real reason is the stability of the British shopkeeper. British dealers do not jump from one house to another, as dealers do in the "States." There is not the constant reselling of the trade to be done. Once an account is opened it is reasonably sure to stay put. The American dealer, on the other hand, is urged by each successive salesman who calls upon him to change sources of supply at the least provocation. He is coaxed to give each salesman "a share" of his business, and not give it all to one house. This grasshopper buying, and here-to-day and across-the-street-tomorrow way of doing business has fostered our high pressure selling tactics, on which much of the present high selling costs can be blamed.

Is it wise for a jobber or a manufacturer to let salesmen encourage customers to jump from one house to another, or to split up their business among a number of concerns? Such tendencies should be curbed. Salesmen should be coached to go out and preach the gospel of "tying" up with one house, and concentrating purchases among the fewest possible sellers. As-

sociations of merchants could well advocate this, instead of devoting so much energy to furthering the turnover idea which is already overdone, and injuring both merchant and manufacturer. It develops a lot of small orders from many customers, which, in some ways, is desirable but is already far too costly. These niggardly orders cost as much to put through the books as large ones, and they increase handling and transportation costs.

What we need to bring down selling costs is more large orders from a smaller number of customers. Every company has some sickly customers who shouldn't be on the books. A company might have a two million dollar business by selling a hundred thousand customers \$20 each—or one thousand \$2,000 each—or ten \$200,000 each. Safety would lie, probably, in the second plan. Orders would be large, yet there would be a sufficient number of customers to insure stability during a period of depression. The English system of marketing, which results in dealer stability, may well be studied by American manufacturers and distributors.

## You Never Know Until You Try

In Berlin there is a large moving picture theater and office building owned by an American. I met this American, a brother of George Spoor, the "Ess" of Essanay Films in London. He told me that before the war he was in Berlin looking for theater sites and noticed the lot on which this theater now stands. He asked a real estate agent if it was obtainable. "Oh, no," said the agent, "that belongs to a very wealthy man who uses it as a playground for his children." And Spoor, like a lot of sales managers, when salesmen tell them a certain prospect cannot be sold, took the agent's word and went away.

Sometime after the war the manager of one of Harry Spoor's theaters in Switzerland was in Berlin with his wife, and noticed the same lot, and thought what a wonderful location for a theater. He inquired but was told it was owned by a very wealthy man who wouldn't sell. Fortunately, the man's wife was not so easily satisfied. How did the real estate agent know the wealthy man would not sell? Had he ever asked him? How many times had he asked? And it turned out that the agent only supposed the owner wouldn't sell, because it was the last vacant lot in the district, and the owner was wealthy. The upshot was that the lady and her husband went over to see the owner and walked out an hour later with a thirty-day option. The owner was glad to sell. He said that in the fifteen years he had owned the lot this was the first offer he had had for this property!



# COMMENT



## What Giving Away Knowledge Has Done for American Industry

American sales methods. "What I cannot understand about you Americans," he said, "is the way you give away knowledge. You don't seem to care how much your competitor knows about your selling methods. You even take him through your factory and show him your manufacturing processes!" This is a common wonder in Europe. But no European with whom I talked connected it in any way with our leadership in the fields of sales and advertising. Yet the connection is close.

In America we have learned, what Europe has yet to learn, that the success of an individual manufacturer depends just as much on the success of his industry as it does on himself. Take advertising in Great Britain, for example. British advertising agents are just as capable individually as American advertising agents. Indeed, I met one agent in London who impressed me more favorably than any American advertising agent I have ever met. But they are individualists. They have not yet developed the habit of working together for the good of all. They have an association, it is true, but rate-cutting, account stealing and other evils are retarding the British advertising business. Every man is out for himself. What he knows is something to be kept a close secret.

But in America advertising agents realize that only by working together can the progress of advertising be advanced. And while it is true there are agents who are out of tune with the spirit of the industry generally, most agents realize that clean competition makes for business. The same is true of American advertising managers and sales managers. They all are willing to "swap" experience, knowing full well that when they trade what they know about selling with others they not only retain their own knowledge but they multiply that knowledge proportionately. That is something the European as yet does not understand. Consequently, there is no interchange of selling experience in Europe, no strong business papers, no organizations like Dartnell, the Association of National Advertisers, the Retail Dry Goods Association and other similar mediums for the interchange of experience. As a consequence, Europe today is years behind America when it comes to marketing and advertising. If the coming convention of the Associated Advertising Clubs of the World, to be held in London July next, does nothing more than awaken Europe to the benefits of interchanging sales and advertising experience, it will be worth many times over the £35,000 which the convention will cost London.

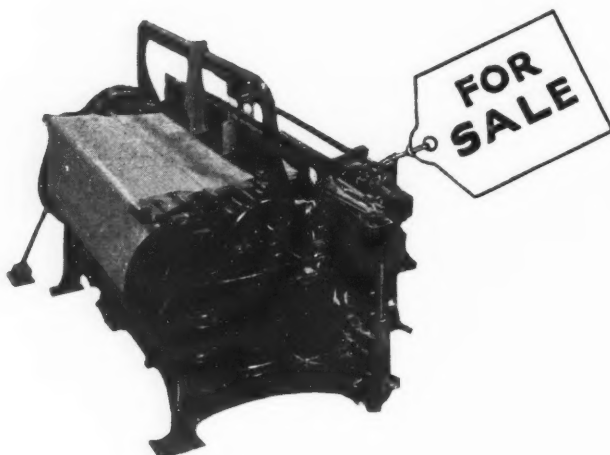
## To Be Well Known Is Not Enough

There are in London two concerns in the same line of business. One has been in business many years. The other is what is known over here as a "post war" organization. The head of the old established business is a very clever publicist. He seems to be able to keep his name in the papers constantly, both in England and in America. He told me his press clipping bureau sends him as high as 200 clippings from American papers every week. He had half a column of publicity in the "London Times" this morning. It is not too much to say that he is the best known individual in his line of business in the United Kingdom. But his business is steadily slipping. He is losing it to a newcomer in the field who is seldom heard of as an individual, but whose business is widely advertised in paid space throughout Europe. All of which goes to prove that being well known by itself won't sell goods, neither will a good reputation by itself sell goods. Something more is required. That something is paid, business-creating advertising.

There are in America, as in England, a great many concerns enjoying excellent reputations, and whose heads are known to every newspaper reader. But these concerns are doing only a fraction of the business they should be doing, because somebody thinks that to be well known is to be well advertised. There is a difference.

## Measuring Up to the 1919 Ambition

During the boom period a few years back the incorrigible optimists in many companies "sold" the expansion idea with the result that they now find it impossible to keep plants running at anywhere near capacity. Capitalization was increased to such an extent that now, even with good sales volume, they cannot pay a dividend because they are saddled with too much fixed overhead. Reorganization is necessary in many industries. We approve the vigorous action taken by the Cleveland-Akron Bag Company, as announced by its president, Mr. G. D. Adams. "Like many other organizations, this company acquired more plants and manufacturing facilities than the present conditions warrant. The directors have approved plans for the disposal of all unprofitable plants and departments and curtailing operations to a volume that will carry a profit." A good 1924 slogan is, "Not just sales, but sales at a profit." The sales department has done its work well if volume is good and sales expenses bear a reasonable relation to that volume. Then the company ought to be able to pay a dividend—but not if the capital issue is inflated and fixed overhead out of all reason. Many companies can never measure up to their ambitions of 1919.



# Applying the "Classified Ad Test" to TEXTILE WORLD

THE overwhelming choice of TEXTILE WORLD as the medium to carry the classified advertising of the textile industry is shown by the statistics for the year ending February 2, 1924. During this period TEXTILE WORLD printed in its Clearing House pages 4,432 separate paid advertisements (twice as many as the next five textile papers combined).

Any paper, whether a daily newspaper or a business paper, that consistently year after year carries the largest volume of classified or special want advertisements to fill immediate needs or requirements, is a paper that is READ.

This class of advertising depends for its

success on immediate results. In the textile industry, if a mill wants a superintendent or a superintendent wants a job—if a manufacturer has surplus machinery to sell or another manufacturer wants to buy good second-hand machinery—they all know that an advertisement in the Clearing House Section of TEXTILE WORLD will bring immediate action.

There is no better evidence of the standing of a publication in its own field than the volume of such advertising, and there is perhaps no better way for the general industrial advertiser to judge the "reader interest" of a paper than to note the extent and number of such advertisements. It can be used as a safe guide in placing his own advertising.

## Textile World

Audit Bureau of Circulations  
Associated Business Papers, Inc.

334 Fourth Ave., New York



## Men Who Will Help Us Answer Your Sales Problems



### Problems in Jobber Sales

**BENTLEY P. NEFF**  
President, F. A. Patrick & Co., Duluth,  
Manufacturers and Jobbers

### Problems in House-to-House Selling

**F. S. BEVERIDGE**  
Vice-President and Director of Sales, Fuller  
Brush Company, Hartford, Conn.

### Problems in Market Research

**R. O. EASTMAN**  
Of R. O. Eastman, Inc., Cleveland; Former  
Advertising Manager, Kellogg's  
Toasted Corn Flakes Co.

### Problems in Export Selling

**HENRY H. MORSE**  
Chief, Domestic Distribution Division,  
Department of Commerce, Washington, D. C.,  
Formerly Sales and Export Manager,  
Regal Shoe Company

### Sales Cost Practices

**JAMES P. MCGREGOR**  
Certified Public Accountant  
Chicago

### Personnel Problems

**B. J. WILLIAMS**  
Director of Sales, The Paraffine Companies,  
San Francisco, Cal.

### Problems Regarding Advertising

**CHARLES W. MEARS**  
Counsellor in Marketing, Formerly Advertising  
Director, Winton Company, Cleveland

### Problems in Salesmanship

**WILLIAM MAXWELL**  
General Sales Manager, American Safety Razor  
Corporation; Founder, William Maxwell  
Institute of Salesmanship

### Problems in Industrial Selling

**GEORGE S. WHYTE**  
President, MacWhyte Company, Manufacturers  
of Wire Rope, Kenosha, Wis.

# Will a Free-Handed Drawing Account Policy Attract Better Salesmen?

Editor, SALES MANAGEMENT:

The policy of our company has been to engage only such salesmen as are in a position to finance themselves until enough sales are made to earn commissions which enable them to "get on their feet" financially. My contention has been that we could obtain a higher class of men if we were to adopt a more liberal policy and help the better men finance themselves. Out of every fifteen or twenty men who apply for positions on our sales force, I find that eight to twelve of them are not financially able to take care of themselves the first few weeks on the road until commissions are due. Do you think that the loss of these men is more costly than the losses we would inevitably incur were we to advance the better men enough to tide them over the period between the time they start to work and the time when their first commissions are due? It seems to me that it is unfair to expect salesmen to assume the entire financial burden of selling our line during the period when their sales are bound to be lightest, because of their lack of knowledge of the line.

If the rate of commission paid your salesmen is all that you can afford to allow, you will find it necessary to reduce this commission before you can safely inaugurate a policy of advancing money to salesmen; otherwise the losses from advances which are never repaid or earned by salesmen will increase selling costs to a point where sales by the men who make good are unprofitable. This has been the experience of many concerns that grew

alarmed at the refusal of so many salesmen to start work unless liberal advances were made.

The commission system is the one way which guarantees salesmen of getting every penny they earn. The minute you abandon this system and start taking chances by advancing money to likely-appearing candidates you must necessarily saddle the good men with the losses incurred from the men who fail. If in selling your proposition to salesmen they are reminded of this fact, you will perhaps be more successful in interesting the men you want.

Commenting on your problem, a sales manager who has built a formidable organization of commission salesmen in the past year, said: "This sales manager looks upon his firm's policy of refusing to make advances to salesmen as a weakness or a burden that prevents him from obtaining the best men. As a matter of fact it is nothing of the sort—rather it is a guarantee that almost automatically eliminates the class of men he doesn't want on his sales force. If he starts advancing money he will let down the bars to the weaker men who are adepts at selling their own services and weak at selling merchandise. That was our

experience. We make no advances or loans, and we find it the very best sort of a test to apply to the salesman who regales you with tales of his past successes. We say, 'If you have been doing so well, if your earnings are so high, you of course wouldn't need any financial help from us.' If he has confidence in his own ability and sees merit in our line, he will not ask for an advance, but will start right out earning money. The salesman who fails to save enough to tide him over a couple of weeks while commissions are accruing is not welcome on our sales force. There is something wrong somewhere, so we pass him by."

If you will arrange to send commissions immediately upon receipt of the first order, telegraphing the money if necessary, you will find few good men—men who have succeeded in the past—unwilling to stake their time against your proposition if it appeals to them. Our advice is to continue your present policy. While you may occasionally be forced to pass up a good man, because he is unable to finance himself, often the policy of no financial assistance will act as a sieve to eliminate many of the non-producers.



*Editor, SALES MANAGEMENT:*

I am going to take advantage of the service of *SALES MANAGEMENT*, as you have stated at all times I should be at liberty to propound problems on which I wished your viewpoint.

Please advise if you have any method of handling a situation where you suspect a salesman is carrying a sideline. A visit of the sales manager would not necessarily disclose this, and you dislike to put it in the hands of a detective agency. I thought possibly you had some good ideas on the subject.

(1) Furnish your salesmen with daily report forms, which require the salesman's hourly schedule. The form should contain a space for the salesman to write in a description of the dealer's stock at the time he calls, and require other information that would prevent the salesman from faking the daily report. Then, require a certain number of calls per day, making the number large enough so that he has no time left for a sideline.

(2) Why not a general letter to all your salesmen, stating that you suspect there is a man on the force handling a sideline and that this is contrary to your policy? State that it has been suggested by another organization that you employ a detective agency to check him up, but this is contrary to your policy—that you trust all your men, and would not stoop to a method of this kind. In place of this, you propose to make the investigation yourself. State that, as you had never said anything about handling a sideline, you would not consider the salesman had violated in any way his agreement with your company, and if the man "fesses" up, nothing more will be said about it, and perhaps some new arrangement can be made whereby he can make as much additional money on your line as he has been making on the sideline. State in your letter that if the man will come in to the office you will show him how he can make more money by cutting out the sideline. Put the letter on a man-to-man basis, and if the salesman you suspect doesn't "come through" you don't want him anyhow.

(3) When you suspect a salesman you might make some suggestions as to changing his territory, and it may be possible for you to judge, by the nature of his objections to the change, whether he is tied up with another proposition or not.

(4) Isn't there some one dealer in

this man's territory that you, as a company, are rather close to—to whom you might write that you are thinking of promoting the salesman in that territory, but before doing so want to get a line on his character? State that you suspect he is handling a sideline and ask him to give you any information he might have.

*Editor, SALES MANAGEMENT:*

We are very much puzzled in planning our fall advertising and sales campaign to know whether we shall require the dealer to buy a definite amount of merchandise in order to obtain, without cost, a certain amount of dealer help material. Our line sells to drug, stationery, and jewelry stores, as well as nearly all of the better class department stores. Our salesmen contend that it is a mistake to force the dealer to buy in certain assortments; we have found that the most successful dealers are the ones who follow our suggestions both as to buying and advertising our product. Can you give us the experience of any other manufacturers who have attempted to solve this problem?

As far as we have been able to determine, there is a preponderance of evidence in favor of the plan of requiring the dealer to buy specific amounts of merchandise in order to obtain specific quantities of dealer aid material. We know of several concerns that have tried both plans only to return to the plan of requiring the dealer to buy in assortments or "deals" in order to obtain any advertising or dealer help material whatever.

The first advantage of requiring a dealer to buy specific amounts is that it gives the salesman something specific to talk about. He automatically sets a goal for himself every time he makes a call. More than that, it sets a genuine value on the dealer help material and the salesman feels that he must sell this material as well as the merchandise he has to offer. If he is able to requisition any amount of dealer help material every time he sells an order, neither he nor the dealer will have any respect for the material, or any idea of its cost or value.

As in other forms of advertising, there is a certain amount of unavoidable waste in dealer help material, but much of this waste can be eliminated if the salesmen are taught to place a real value on each piece and sell it to the dealer just as if it were so much merchandise.

There should be a certain amount of leeway allowed in making up assortments. For instance, a fountain pen company found that the trade in

fountain pens varies largely according to the type of store. For instance, a store that specializes in gifts will sell an entirely different type of pen from that sold by the store that enjoys a large patronage from business men. With a certain amount of necessary flexibility to take care of varying trade conditions, we are confident that the best results will be obtained from requiring the dealer to buy definite amounts of merchandise to obtain certain definite quantities of dealer help material.

*Editor, SALES MANAGEMENT:*

We are interested in obtaining some ideas and suggestions as to the best way for our salesmen to present our lines pictorially to the retail trade. We manufacture small electric appliances, fireless cookers, etc. Our salesmen now carry loose-leaf portfolios with glossy prints, but this manner of presentation does not work out especially well.

The problem of carrying samples is a difficult one for us to solve. The salesmen cannot conveniently carry samples of all these goods, and it is hardly practical to have a sample room at each stop and place the goods on display there.

It is possible that we may be handling this problem the same as other firms are and that there is no other method of presentation. We are wondering if you have any data on this subject.

We have two suggestions to make in answer to your request for better methods of displaying your product pictorially to the trade.

One is that hand-colored photographs might be more effective than ordinary glossy prints. Methods of coloring photographs have been perfected so that the price in quantities is not prohibitive, and the actual colors on the photographs add considerable interest value.

The other suggestion is to equip your salesmen with stereoscopes—similar to the old fashioned stereoscopes which were formerly found in nearly every parlor in the country. The salesman can demonstrate many features of his product which cannot be shown satisfactorily in the ordinary glossy print. The device adds one dimension—that of depth. It is also very desirable when you wish to show unusual window displays which have been installed in important stores. These machines are made in folding styles which take up very little room in the salesman's kit, and the novelty of the idea often wins a buyer's attention when ordinary photographs would not interest him in the least.

## Another Echo of the "Mailed Fist" Issue

By Edgar V. Bauman

Hyman Bauman & Co., New York City

SINCE this "Mailed Fist vs. Velvet Glove" proposition is more or less to be a "free-for-all-fight" I'd like very much to give you my views on the matter.

To sum it up in a few words, I can simply say that I have absolutely no sympathy for any person in an executive position who thinks that he can conquer people by the mailed fist method. I'd much rather have my people around me happy and smiling and let them give me the flowers while I can still smell them. This nonsense about how people succeed by "driving" their fellow men is in my humble estimation a lot of bunk.

The trouble is that some folks think that business is, so to say, synonymous of the dollar sign. I'm free to admit that the dollar sign cuts a mighty important figure in business, but when you thoroughly reconsider this whole "scrap," wouldn't you folks rather rule your help with the "voice with a smile" and know that they'd go the limit for you rather than have them hold indignation meetings behind your back?

If we'd only see the fun that we can get out of our respective followings how much happier we'd all be. The old saying that you can catch more flies with sugar than you can with vinegar is as true as daylight. It's much nicer to have a group of happy folks around you. A smile begets a smile and a kind word of encouragement begets a mutually beneficial result.

I suppose some of our friends, who are of the mailed fist type, will not agree with me altogether and will send in their opinions in a way so that when the envelope gets to your desk it will be a little scorched from its heated rebuttal; but nevertheless my word to them is this—try the smile method for one month and then try the grouch method for a month and then "fess up" which is the better.

*Editorial Note:* Mr. Bauman's letter refers to the controversial articles which have appeared recently in SALES MANAGEMENT on the "mailed fist" versus the "velvet glove" policy in dealing with men.

## More Calls Per Salesman —At Less Cost!

### A National Institution



Saunders System owns, controls and operates stations in these cities:

Akron	Louisville
Atlanta	Loveland, Colo.
Bessemer, Ala.	Memphis
Birmingham	Milwaukee
Cedar Rapids, Ia.	Mobile
Chattanooga	Moline
Cincinnati	Montgomery
Cleveland	Nashville
Columbus	New Albany, Ind.
Davenport	Oklahoma City
Dayton	Omaha
Denver	Peoria
Des Moines	Richmond
Evansville	Rockford
Ft. Collins, Colo.	Rock Island
Galesburg	Springfield, Ill.
Houston	Springfield, O.
Indianapolis	St. Joseph, Mo.
Kansas City	Tulsa
Lincoln	Tuscaloosa, Ala.
	Washington, D. C.

### Some of Our Customers:

Palmolive Company  
Swift & Company  
Blue Valley Creamery Co.  
Miller Rubber Company  
Armour & Company  
Tennessee Tissue Mills  
Fuller Brush Company  
Cudahy Company  
American Telegraph & Tele Co.  
American Can Company

WHETHER your salesmen now drive motor cars or not, they can increase their calls per day, with a lower cost per call, by using Saunders System.

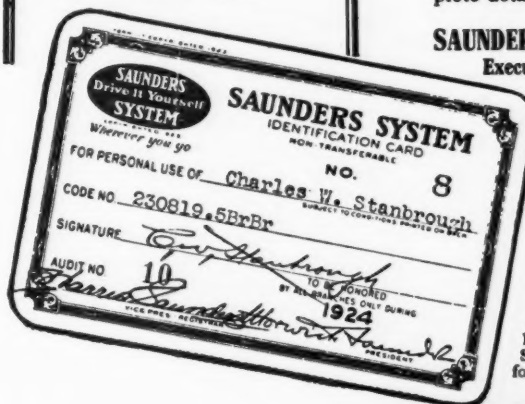
In 40 cities, your salesman can rent a new, clean car, drive it himself and pay only for actual mileage—average cost \$1.60 to \$3.20 per day—during business hours. In conjunction with rail between larger towns, he covers territory faster at lower cost than in company cars—and without abuse. City, suburban and rural trade are more thoroughly worked and productive time increased without shortening calls. Coupes, Sedans and Touring Cars are available. \$11,500 standard insurance and liability protection above \$15.00 damage.

For most users, Saunders System Cars cost less than private ownership. Rates are as low as 10c per mile and no higher than 14c for any type Ford. Gear shift cars 16c. You buy the gas and oil. For example: the average salesman working his trade travels 10 to 20 miles a day. Most of his time he is selling—not driving—but his car must stand ready outside. Because Saunders System rates charge in no waiting time, he can use a first class, splendid running Coupe, Sedan or Coach all day for \$1.60 to \$3.20 per day—from 6 a. m. to 6 p. m.

National selling organizations have found these and other features of Saunders System invaluable in reducing costs and securing quick coverage. May we send you the complete details?

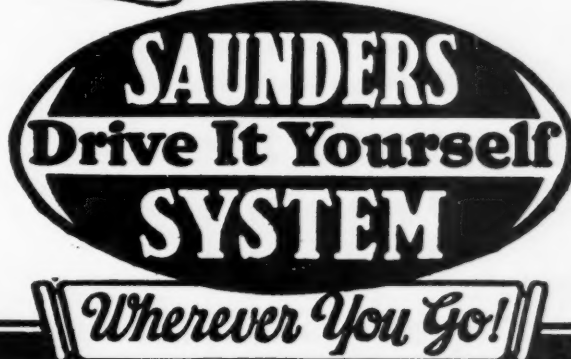
### SAUNDERS DRIVE-IT-YOURSELF CO. INC.

Executive Offices: 203 Saunders Bldg.  
Kansas City, Mo.



### Traveler's Identification Cards

eliminate red tape. Good at Saunders System Stations in 40 cities. More cities being added constantly. Send for your personal card and one for each salesman!





# PALMER WINDOW DISPLAYS

Big Three Panel Screens - \$1.00 each



Whatever your product, we can originate strong ideas with a real selling kick.

Under the direction of John Bradshaw Crandell, nationally known artist, our Art Department turns out the finest display sketches obtainable. They are manufactured in a quality way in our own lithographic plant.

Palmer Displays appeal to dealers.

*Write us about your next display*

**PALMER**

*Advertising Service, Inc.*

19 West 44th Street  
New York City

Gentlemen:

SM 6-24

Please send us full information on display material.

Name \_\_\_\_\_ Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

When the Buyer Thinks  
He Is "Loaded to  
the Guards"

*(Continued from page 1064)*

He showed me each measurement as he took it and the barrels proved to be identical in size.

"I was trying to figure out what he had on his mind when he remarked that I would lose money if I bought the competing brand. This statement interested me, so I asked him to show me how. He first called my attention to the fact that while the barrels were identical in size, the contents of your competitor's barrel weighed 150 pounds more than the contents of your barrel. In other words, although the quantity was equal, the 150 pounds difference in the weights made your cost per barrel cheaper, despite the other fellow's lower price per pound.

"That was the first point Brown made. The second was that although the quality of the two cements appeared to be the same, this was not actually the case. The greater weight of the cement in the competitor's barrel, Brown told me, meant that the material was weighted to cover a deficiency in its asbestos content. A retesting of the two cements showed this to be so—and Brown got my business."

## Selling Requires Fast Thought

"He should have had it," was the sales manager's comment. "It only goes to show that there is no line of work that requires more constant use of a man's wits than selling merchandise. Unfortunately all salesmen are not gifted in this particular quality. I have men on my staff who are turning in enough business from their territories each year to make it profitable for the house to keep them, and yet I am certain that those territories would yield at least twenty-five to forty per cent more business annually if they were covered by men like Brown. At that I consider myself lucky when I see some of the men who are traveling for my competitors," he added, with a smile, "and I am even luckier to have in my most important territories men who, if not quite so good as Brown, are at least salesmen of gold-medal caliber. It makes the average at the end of the year look pretty good."



## Seven Hundred New Customers from "Lame Duck" Orders

(Continued from page 1066)

come in of his own accord—the salesman who calls on him intimates that we can be of assistance if he will only drop in and talk matters over with us.

"No one man undertakes to treat all such cases. We discover the cause of the trouble, then we turn the patient over to a specialist. It may be that his trouble is financial, or managerial, or it may be a matter of poor accounting, or poor selling. Whatever it is, if the patient will be frank with us and follow our directions, the chances are that we can pull him through.

### Why Customers Are Loyal

"I have in mind one man whom I could never interest in anything when I was a salesman for another house. No matter what I offered him, or how low the price, he would not buy from me and I never knew the reason until I came here. Lee & Cady had stepped in and saved his business when it was going on the rocks, and thereafter he would buy from no one else under any circumstances.

"Another man retired recently with a modest fortune of \$70,000. Just a few years ago he owed Lee & Cady \$6,000, and had only \$80 with which to pay them and his other creditors. He came in and laid all his cards on the table. Lee & Cady told him what to do, and he did it. Now he's enjoying himself in his old age, with assurance that he'll never need to work another day.

"The day of the inefficient merchant is just about past. The day when the jobber could take the attitude that it is his business to sell the retailer, and it is then up to the retailer to get rid of the goods as best he can, is past. The jobber must be a big brother to all his dealers. In doing so, he will enable his dealers to make money, instead of bankrupting at a time when they are heavily in debt to him—and the more money his dealers make, the more he will make.

"If the dealers are successful, the jobber will be successful. It is, therefore, not only more pleasant to take the big brother attitude toward dealers, but also more profitable."

## PALMER WINDOW TRIMS

25,000 fine 7 or 8 color three-piece Window Trims approximately 38 inches high—15c per set.

A fine way to announce a new product, to advertise seasonable goods, etc., especially in grocery stores. Finest art work. Finest offset lithography.



Send Coupon for Samples and Information

## PALMER

Advertising Service, Inc.

19 West 44th Street  
New York City

Gentlemen:

SM 6-24

We are interested in \_\_\_\_\_ 3-piece Window Trims and enclose herewith full information. No obligation incurred.

Name \_\_\_\_\_ Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

# \$6,677,900.81

¶ This represents the amount 36,517 of our 95,000 subscribers have paid for Radio Equipment—an average of \$181.00 each.

¶ There are still nearly 60,000 potential buyers of expensive Radio Equipment in this intensive field.

¶ 85% of our subscribers own their homes.

¶ 96% of them are married and have a total of more than 180,000 children—*some shoes !!!*

## THE ROTARIAN

The Magazine of Service  
CHICAGO

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives  
Constantine & Jackson  
7 West 16th St., New York

Mid-West Representatives  
Lorenzen & Thompson, Inc.  
122 S. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International

## Sales Manager

A large manufacturer has an opening for a Sales Manager and executive to take charge of their branch office operations. One who has had experience in selling direct to the consumer either through branch offices, wagons, branch stores and who can handle a large force of salesmen. This is a real opportunity for a man who has the ability and experience required. A man who has had experience in directing tea and coffee wagon men, brush, hosiery or other similar lines and have come up from the ranks is the man we want. In answering give full details, your experience, age, wages earned and salary earned, etc. All replies treated confidential.

Address, Sales Manager, care

The Geyer-Dayton Advertising Co., Dayton, Ohio

## How I Learned to Find Hidden Sales Facts

(Continued from page 1136)

(l) New accounts opened; (m) Lost accounts re-opened; (n) Collections made.

3. Salesmen's expenses: (a) Average per week; (b) Relation to sales; (c) Divisional presentation.

The sales manager should not be content with graphic sales charts which merely present the outside work of his organization. For the sales manager today should be vitally interested in his inside selling costs and in the effectiveness of his inside workers in creating profits from sales.

Take, for example, the matter of pricing domestic orders. One of my graphic charts tells me each Monday morning just what went through the order-pricing department. Apart from the number of orders, and their nature, the pictorial chart shows me at a glance the percentage of "splits" (orders requiring investigation because of incompleteness), and whether these were the fault of our customers or our salesmen. This one little feature of the chart saved us last year four thousand dollars, because it pointed to a laxity on the part of our customers, which, in turn, was due to a failure on my part to instruct our customers so that they could receive our best service.

### Charts Are Simple

All of the charts which I have mentioned are simple charts. At most, they involve the use of only two colors. They are easily comprehended, even by those whose contacts with them are casual or occasional. They do not require the existence of the type of knowledge which I believe every sales executive must have, to bring into being and capitalize charts which from their very nature require color complications and the use of symbols.

But it is only through the appreciation through use of simple charts, that the appetite for a more illuminating type of charts can ever come to the normal mind.

Just one suggestion: Pick out the figures which are the most difficult for you to use intelligently and promptly. Reduce these to a graphic chart, yourself. Then have an expert take these figures and show you the possibilities of graphic presentation. Then use the result.

# A Sales Convention by Mail

By J. Don Alexander

President, The Alexander Film Co., Denver

**A** FORCE of some seventy-five producing salesmen scattered over forty-six states presented a problem that is sometimes solved by the convention method. We could not handle it on this plan, however, on account of the great expense and loss of selling time, but more especially because the nature of our business requires a more frequent exchange of information between men.

We furnish a motion picture publicity service that has been built in the last five years to the largest of its kind in the country. The industry is comparatively new and because of its rapid development the experiences that come about in one territory should be broadcasted to all other territories without delay and while they are fresh in the minds of the salesmen.

## A Round Table By Mail

We have, for several years, had a twice a month salesman's paper called the "Alexander Animator." This is similar to many other house organs for salesmen. In order to bring the salesmen into close and constant contact with each other, and to give them the benefit of the resourcefulness of the others, we added the "Continuous Mail Sales Convention" to the "Animator." Each issue carries a common problem on the sale of film publicity. Each salesman is expected to return his answer in the light of his own experience, which answer is published over the man's name in the following issue.

Many sales managers claim that salesmen will not write reports of their experiences. Indeed we found this to be true, at first. We did some head scratching when the men simply said nothing. At first we wired for the answers and that helped some. Then we put it square up to the men on a cooperative basis and kept it there. Now you could not take the "convention" away from them. They will even wire in for the question if they happen to miss the "Animator" on account of a change of address.

Finding that some of them failed

to "attend" the "convention" on account of traveling and mail delay we have changed from a twice a month to a monthly "convention."

Each convention is opened by a cheerful speech of greeting from the general sales manager. He tells the men to "come up in front and fill the vacant chairs." Very little effort is made to correct minor defects in literary style, since we prefer to print the vigorous language of selling just as the men use it. You ought to see how these salesmen improve their expression with practice.

At the end of each man's speech there is printed a friendly comment by the sales manager just as he would deliver it from the chair in a convention hall or banquet table. Each set of answers is followed by a question for the next convention and the answers just published are voted upon by the men themselves. The salesman whose answer was judged best is awarded a \$5.00 check at the next "convention."

## How We Secured Promptness

One of the problems that we had to contend with was the tendency to postpone answering the question. To reward promptness we print at the head of each answer blank, a space which reads: "Date 'Animator' received, .....1924. Date answer returned, .....1924." The answers that are most promptly returned have the honor places at the "convention."

This "convention" plan should be especially valuable to firms that are anxious to have all their salesmen use the most successful methods of selling specialty lines as demonstrated by their best salesmen.

When our new natural color process in animation for advertising films was developed, we launched a country-wide drive through the "convention." No one had ever sold it before, but when it was ready for the market we told our salesmen about it and announced that the next convention would be on the sale of this process. The answers were splendid, and in less than thirty days the new department was behind on orders.

# Mail Order Letter Heads



Good quality white sulphite bond letterheads printed one color black ink, size 8 1/2 x 11.

Prices on 16 lb. bond:

5,000	.....\$ 10.75
10,000	..... 17.75
20,000	..... 28.75
50,000	..... 69.00
100,000	..... 132.00

Prices on 20 lb. bond:

5,000	.....\$ 11.75
10,000	..... 19.75
20,000	..... 32.75
50,000	..... 79.00
100,000	..... 152.00

Write for samples and particulars

Newport News Printing Co., Inc.

233-35-37 Twenty-Eighth St.

Newport News, Va.

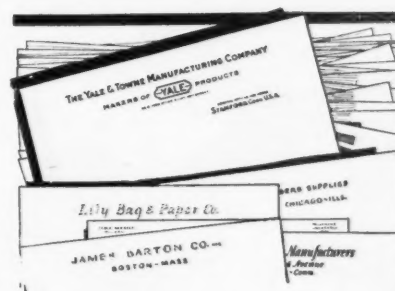
Reference: Any bank in Newport News, especially First National, National Mechanics and Citizens & Marine.

**100 MODEL SALES LETTERS!**

"big" with that lovable he-man quality that brings home the bacon. These letters have been collected by us over a period of years as being the most successful letters we have seen. Each letter different, each neatly multi-graphed on a full size differently printed letter head punched to fit a handsome loose leaf Expansion Binder which goes with the set. Many of these "previus" letters can be easily rewritten to serve your particular needs.

Price \$3.00

ADDRESS SALES SERVICE DEPARTMENT  
Newport News Printing Co., Newport News, Va.



**A Distinctive Lithographed Letterhead will make your letter stand out from the rest**

Let us produce for you—as we have for others—letterheads of individuality that are truly representative of your concern.

Better looking letters bring increased business.

The cost of lithographed letterheads over ordinary printing is negligible in quantities of 5,000 or more.

Send for samples

**Higgins & Gollmar**  
Incorporated  
Lithographers

30-38 Ferry St. New York, N. Y.

If it's Lithographed — we do it!



## Six Times the Business from their Advertising!

A Western mail order house now enjoys six times the business they formerly received from their advertising! This we were able to do by making four changes in their advertising plan. A bit unusual perhaps, but possible with the right advertising agency assistance.

**FREE** Write today on your business stationery and we shall be glad to send you three reprints of articles on mail order selling by

**Ralph K. Wadsworth**  
the recognized authority  
on mail order selling

**Grant & Wadsworth, Inc.**  
342 Madison Ave. New York City  
Advertising—Creative Marketing



## Loose Leaf Catalogs Decrease Costs

Don't discard a whole edition because a few pages become obsolete or prices change. Simply replace incorrect pages with new ones. Loose-Leaf Catalogs can always be kept new and up-to-date.

### Get This Booklet

It illustrates and describes an extensive variety of Loose-Leaf Binders for Catalogs, Sales Manuals, Price Lists, etc. It contains valuable information regarding Loose-Leaf Catalogs. Send for your copy today.

**The C. E. SHEPPARD CO.**  
260 Van Alst Ave., Long Island City

# Turn-Downs As Salesmen

(Continued from page 1062)

the price on one of the articles he had bought previously had been reduced. The only thought we wanted to drive home in this letter was that we could not single out one customer for exceptional treatment without doing the same thing for others. We will now let the letter speak for itself:

### Inoffensive Credit Inquiries

"Much as we are anxious to render you the limit of service and accommodation at all times, we do not see how we would be justified in crediting your account with the amount of \$12.33 specified on the enclosed invoice.

"As a matter of fact, we have no agreement with any of our friends to afford them stock protection and for obvious reasons we could not do such a thing for you without obligating ourselves to every other deserving customer of ours who may be affected in one way or another by a price change.

"Perhaps another way to put this whole matter before you is to ask that you reverse our positions and imagine what you would do under the same circumstances. We are confident that the moment you do this, you will quickly appreciate that our policy is no different from what you are following in your relations with the various people you serve from month to month.

"The period of business adjustment through which we have just passed and which is still on the boards to some extent has naturally brought us all face to face with a lot of unusual and unexpected problems. Many of these are serious and many are difficult. However, you will agree, without comment from us, that all must be met on an individual basis or else our troubles will be multiplied so many times as to bring on more or less embarrassment.

"We are indeed sorry that we cannot write you more favorably but are confident your spirit of fairness will enable you to see that we are doing you no injustice."

Our second letter, from which I quote only the first part, touches upon the delicate subject of credit. The whole reference was inserted in rather an incidental way, so as not to give it unnecessary prominence when the letter was first read. The customer who responded to it was so well pleased as to call it a masterpiece. Here it is:

"It pleases us to learn from your letter of January 16th that you are interested in our products. You ought to be able to do well with each and all of our items, provided you will push their sales and also plan to cooperate with our intensive advertising.

"In view of what we believe you can do, we have thought it best to enclose our complete catalogue. You will observe as you run through this, that we have more items than hooks and eyes, snaps and safety pins. Wouldn't it be better for your men to start

right out selling all of our products which move over the retail counter with equal ease, instead of only three?

"Think this over, please, and see if you cannot make it convenient for us to quote you prices on everything at one time.

"By the way, we are wondering if you wouldn't like to help us get a little better acquainted with your organization? We advance this query because we do not find that your firm is rated by Dun. This of course, is not a serious matter either one way or the other. Many of our most responsible concerns are not singled out for special mention by either Dun or Bradstreet.

"No matter what Dun or Bradstreet does in the way of rating, the fact remains that we must go to them for an introduction to any firm with which we have not done any previous business and from which we may receive an inquiry. You would do the same thing. Our request then is simply a business procedure which must be observed in order to dispense satisfaction all around.

"So please tell us what we deserve to know and then it will be easy for us to work together with results that will be mutually satisfactory."

### How Lincoln Said "No"

For a third exhibit, let us glance at a letter written on rather an aggravated case and in which the customer is finally conceded everything. The suggestion is made, though, that a similar stroke of generosity cannot be repeated.

"We have accepted your checks and closed your account, even though several of your deductions were contrary to our regular terms with which you are thoroughly familiar.

"It isn't necessary to prolong our controversy, although as a matter of simple justice we must remind you in a friendly way that the deductions about which you have been very insistent and which we have now credited to your account represent something which you would not tolerate among your own customers. You have therefore asked us to do something which you would not do yourself. You have not treated us as you would expect us to treat you under the same circumstances.

"There is no necessity for saying anything more, except to emphasize that justice and fairness are the bulwarks of good business the country over. The moment these important factors are removed from the relations between firms or individuals the business structure begins to totter until in time there is nothing left as a basis for either respect or confidence.

"Regardless of the different things that have developed to mar our relations, the fact still remains that we are anxious to do business with you, but as you will appreciate we cannot help you in the way we should like unless you cooperate with our fair and simple terms. In saying this we are not acting arbitrarily. We are simply emphasizing a business principle which is as old as

## A Producer of Saleable Inquiries for Any Product

Many important buyers, (all lines, everywhere) before they write for prices, etc., select from the information in Thomas' Register the names of those who can supply their exact requirements. Superintendents, foremen and all others having to do with buying or specifying likewise consult the Register for the same purpose.

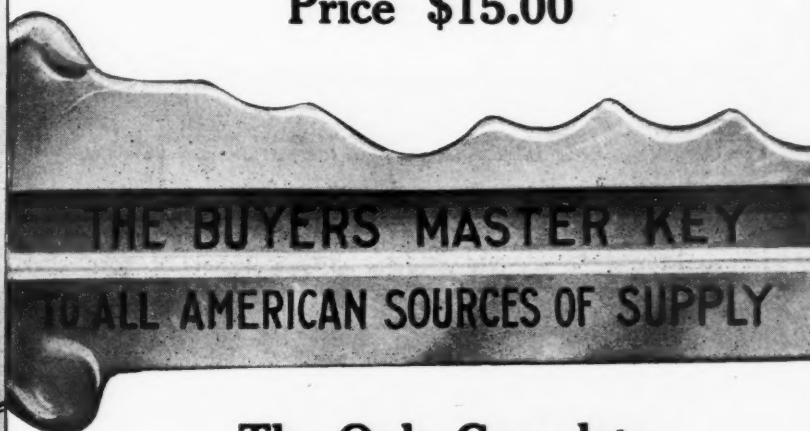
Descriptive or informative matter of any product in this Register comes to the attention of important buyers at the moment when purchase is contemplated, and brings saleable inquiries that otherwise would not be received. More than 2,000 manufacturers are deriving exceptionally profitable inquiries through the use of space in this Register. The cost per year is small.

### 1924 EDITION NEARING COMPLETION



4,300 Pages — 9 x 12  
Twice the size of any other

**Price \$15.00**



### The Only Complete Purchasing Guide

*All lines - All names - Everywhere*

Used by those who demand the best—not free distribution;—they want it, order it, pay for it, use it. Thomas' Register is the only work of its kind classes as "paid" circulation, and the only one a member of the A. B. C.

**More than 500 users in the "over \$10,000,000" class**  
**More than 3,000 "over \$1,000,000" - More than 8,000 "over \$100,000"**

Including copies in use in Libraries, Banks, Boards of Trade, American Consuls abroad, etc., where each copy is used by many.

Thomas' Register is probably used by more than 50,000 buyers to find sources of supply. They are everywhere, and use it in buying every conceivable product.

**THOMAS PUBLISHING CO., 461 Eighth Avenue, New York City**

CHICAGO—20 W. Jackson Blvd. SAN FRANCISCO—465 California St. BOSTON—Allston Square TORONTO—91 Constance St.

## Chappelow Advertising Co.

Complete Service Covering Every Phase of  
Sales Promotion, Newspaper, Magazine, Direct  
Mail Advertising, Business, Outdoor Advertising  
1709 Washington Ave. Saint Louis

May 2, 1924

The Dartnell Corporation,  
Pavenswood & Leland Avenues,  
Chicago, Ill.

Attention: Mr. J. F. Weintz

Gentlemen:

This is a reply to your letter of May 1st.

We use Sales Management for our own advertising for the following reasons:

First - We believe Sales Management is the strongest and most progressive publication reaching sales managers.

Second - We believe that out of the ranks of intelligent sales managers come the future chief executives of many businesses.

Third - We believe that these sales managers are exerting a larger influence each day on advertising policies in that they either are consulted by the chief executives and help mold the policy, or are becoming the originating point for advertising.

Fourth - We believe that Sales Management is in its ascendancy and will become a stronger and more influential paper year by year. In other words, we are buying advertising on a rising market which is always good business.

Fifth - Because the field that we are best able to serve as an advertising agency is better covered by Sales Management than by any other business paper.

Sixth - Because we believe in the sincerity and integrity of Sales Management and the policies that it stands for.

Yours very truly,

CHAPPELOW ADVERTISING CO.

*J. C. Chappelow*  
President

BEC-R

Member American Association of Advertising Agencies

## Mr. Chappelow Was a Hard Man to Sell

He is a careful buyer. Before placing the contract for the first year's advertising in SALES MANAGEMENT he made a very thorough investigation. He checked our circulation statement, got in touch with subscribers and advertisers, investigated our methods of getting circulation, compared us with other possible media—put us through a real third degree.

We like to get business that way. When an advertiser insists on getting all of the facts about SALES MANAGEMENT he buys—and he stays sold. A thorough investigation usually shows him the kind of copy to write which will bring the best results.

The Chappelow Advertising Co. is successful in advertising for its clients, among whom are Three-in-One Oil, Wallace Pencils, Broderick & Bascom, Dorris Motor Cars, Harris-Polk Hats, and Hummingbird Hosiery—and equally successful in showing how it can serve other sales and advertising executives among the SALES MANAGEMENT readers.

# Sales Management

1801 Leland Avenue, Chicago

19 West 44th Street, New York

the hills and which we know you keep prominently to the front in the conduct of your own affairs."

As a fourth illustration we might consider the following letter written by President Lincoln in February, 1862, to General McClellan, which was quoted in one of my articles written last year for "Sales Management," but which so aptly illustrates my point that it is worth repeating here. It really involves a tactful turndown without the assumption of too much smartness upon the part of Lincoln. In fact, it made it possible for McClellan to come back and have his way, provided he could prove that his plans were the better of the two. See how Lincoln stated his case:

### Lincoln's Famous Letter

"You and I have distinct and different plans for the movement of the Army of the Potomac—yours to be down the Chesapeake, up the Rappahannock to Urbana and across land to the terminus of the railroad on the York River; mine to move directly to a point on the railroad southwest of Manassas.

"If you will give me satisfactory answers to the following questions, I shall gladly yield my plan to yours.

"First, does not your plan involve a much larger expenditure of time and money than mine?

"Second, wherein is a victory more certain by your plan than mine?

"Third, would it not be less valuable in this, that it would break no great line of the enemy's communications, while mine would?

"Fourth, In case of disaster, would not a retreat be more difficult by your plan than mine?

"Fifth, Are you strong enough—are you strong enough, even with my help—to set your foot upon the necks of Sumner, Heintzelman, and Keyes, all at once? This is a practical and a very serious question for you."

Some day we are going to wake up to the fact that the human factor is the one that counts most in all of our contacts. It's not things that make life—it's people. It's not things that make business—it's people—people with red blood in their veins—men and women with hearts and feelings and ambitions.

The quicker we begin to cooperate with such a thought, the quicker our ethical standards will begin to improve. And as everyone will agree there is abundant opportunity for improvement in such a field. Let us all work for such a result. Let us make a concerted drive to banish the small and contemptible from our business life, and in turn make American business principles the model for the world.



## A Group of Salesmen Who Learned to Run Their Own Sales Department

(Continued from page 1068)

The entire field is before the eye and it does not take any longer to review it than it does to read a few lines of a novel. Calls are entered in key form containing all that is necessary to refresh the memory and record coverage. It is possible to discern at a glance whether prospects are being neglected or too much time is being spent on them without results.

Every prospect registered in this book is carded in a master file which is kept up to date for the salesmen's benefit to prevent duplication of coverage. It is also possible to route the daily calls most advantageously with the chart and minimum time is lost in accomplishing the necessary detail for follow-up to produce the best results.

We do not yet consider this a model form of management, by any means, but some of its advantages can readily be seen. It will require testing over a long period of time, a period long enough for salesmen to fall in line with the methods adopted. It develops the salesmen's initiative and resource by giving them the chance to work out their own problems.

The ultimate wish of the manager is the fulfillment of quotas, and obviously, the successful administration and solicitation of the trade is the means to this end. When the manager makes known his demands and offers suggestions as to the best

method of their fulfillment, is it not a fact that the combined resources of any well trained, experienced group can come to a very practical conclusion in short order?

Through this method, the manager can readily dispel any sales resistance offered which is a reflection on the standards of the house. If the resistance offered is a reflection on the service of the internal workings of the organization, it is cleared through the Action Committee according to the merits of the claim. If the claim is a just one it is considered from every angle and recommendations are made to the manager, action is swift and sure.

The development of a self-reliant sales organization established traditions which are handed down to all ensuing salesmen thereafter, and the house is benefited by the high standard of dealing with the representatives and attracts a very high grade of men to their employ. Of course, the manager's personality must dominate at all times and measures adopted by the organization must be done so with consideration for the manager's reaction and his judgment as to their soundness and workability. Cooperation with a well functioning organization develops their confidence and personality and the realization of their own responsibility will prove far more productive than pressure by rule of thumb management.

## What's Back of Home-Building?

America is beyond all other countries the land of happy, pleasant homes—not apartments, not rented homes, not mere picturesque cottages, but real homes, owned by those who live in them, says Professor Ely, of the University of Wisconsin. Home building in this country has been greatly facilitated by building and loan associations, he believes. At the latest report, more than 10,000 local associations were in operation and their assets exceeded \$3,300,000,000. The associations are joined in a league, of which Miss Ann E. Rae is the president—a post in character with

woman's importance as a home maker.

Significant of the growth of building and loan associations throughout the country is the remarkable record of Niagara Falls, a city of 60,000 inhabitants. The Niagara Falls Permanent Savings and Loan Association, of which Miss Rae is also the president, now has assets of nearly \$8,000,000, and more than 12,000 members. For several years, so the record reads, there has been no foreclosure—and "no member has ever lost his home because of nonpayment of dues."—"Nation's Business."

## WANTED SALESMEN to start August 1st

**C**OMMISSIONS paid Addressograph salesmen this year will average well over \$6,000 per man.

Selling Addressographs is as fascinating work as it is profitable. If you are a salesman—or have a friend who is a salesman—it costs nothing to investigate and may result in BIGGER earnings and BIGGER opportunities.

- 1—We are not "hard up" for good salesmen; because 90% of our salesmen remain with the company year in and year out. Less than 10% of our sales force leaves each year—a remarkably low "turnover" in salesmen.
- 2—But Addressograph sales are increasing by leaps and bounds. More and more business men are asking HOW an Addressograph will help them SELL AND SAVE more. So our present highly successful salesmen are unable to take care of ALL their inquiries and sales opportunities. Therefore, we will have a LIMITED number of openings AUGUST 1st for unusually high-grade men.
- 3—Reply by letter ONLY.
- 4—Age limits 23 to 35 years.
- 5—High School education—preferably college.
- 6—Preference will be given to men WHO HAVE ALREADY made a success of CREATIVE selling—such as office devices or systems, securities, life insurance, etc., rather than those who have been selling COMMODITIES on a salary basis or those men who have NOT had selling experience.
- 7—Let your letter demonstrate your selling ability—because Addressograph salesmen must be able to write CONVINCING selling letters.
- 8—Enclose latest photograph and specify fully age, education, selling experience, former employers and preference as to city or territory you would care to work in.

### ADDRESSOGRAPH CO.

Mr. Fellows

901 W. Van Buren Street  
CHICAGO, ILL.

(Branches in principal cities)

# The Answers to Your Everyday Sales Problems in One Big Volume



**T**ODAY—tomorrow—next week—you may want to know how you can add new men to your sales force with a minimum expense of time and trouble; how you can put new life and enthusiasm into an organization; how you can write letters to your dealers that will make them *want* to push your goods. Some such problem as these is *always demanding your attention*. It would save you time and money to know how others met and solved them successfully. This big reference book of SALES MANAGEMENT will give you the answers.

*Thousands of Ideas like these  
—to help you sell!*

“Working the ‘Tank’ Town by Mail”  
 “Sales Letters that Touch a Live Nerve”  
 “A Plan that Sold a Car an Hour”  
 “How to Inspire Salesmen to Work”  
 “Is There a Better Way to Pay Salesmen”  
 “Teaching Salesmen to Sell the Full Line”  
 “Experience With Sales Contest Prizes”  
 “Should Salesmen Be Bonded”  
 etc., etc., etc.

## Bound Volume V of “Sales Management”

1,165 pages, giving the experience of thousands of concerns with the very same problems that confront you. A great big book that you can use every day in the year. No sales library is complete without it.

*On 10 days’ approval — \$6.00*

The book is heavily bound in buckram and lettered in gold. Only a limited edition has been bound and most of the copies have been ordered in advance. Order now to make sure of a copy for your library.

# THE DARTNELL CORPORATION

NEW YORK

CHICAGO

LONDON





## The Sales Manager's Book Shelf

**CRAIN'S MARKET DATA BOOK AND DIRECTORY**, 1924 edition (G. D. Crain, Jr.). This is a reference volume on markets which contains a great amount of general data and a vast amount of material on class, trade and technical publications. In the new edition, the information on publications is much more complete and detailed than in previous books. Each general market such as drugs, building construction, or automotive equipment is followed by a list of all publications in each particular field, together with a circulation analysis and all facts that would be of interest to advertisers. There is a special section devoted to Canadian and foreign business publications.

The book is intended as a reference volume of a general character, and is not meant to take the place of research in any or all lines. It rather aims to supply the basis for the research worker by supplying the basis from which a more intensive study of special factors may be developed.

It is printed in convenient and compact form, with A. B. C. and sworn circulation statement figures in bold face, and overlapping fields are cross indexed.

**HANDLING CALLERS IN THE BUSINESS OFFICE**, by Helen Hysell (The Purchasing Agent Co.). Although the handling of callers in the business office is usually considered merely a routine matter, we have pointed out in this book the ways in which a reception clerk can save many hours and much energy for the executives of a firm by the proper meeting of those who seek audience with company representatives. The proper attitude of the reception clerk toward the caller is stressed, and the handling of cases where the caller is difficult to deal with is discussed—the "breezy caller," the one who comes in with a chip on his shoulder, the man who poses as "an old college pal" in order to get an audience, and various other types that a clerk must meet almost every day. While there is nothing particularly new in the book, it is an excellent reminder of what constitutes good standards of practice in arranging business interviews, and in transacting such business as a reception clerk is called upon to handle. It shows clearly that it will not do to give just anyone the position of receiving business visitors, but that a certain amount of personality, judgment, and ability to meet people pleasantly, is required.

Many sales managers have adopted the plan of building up a library of books on sales and sales management problems. They have a double purpose in view; first to encourage reading on the part of assistants and subordinates who seem to be promising

material for promotion; second, for practical reference purposes. Many librarians of private libraries have told us that books on selling and sales management problems rank second only to popular fiction in popularity among employees of both the production and sales end of the business.

As a starter for a sales department library we recommend the following: "Handbook of Advertising," Hall; "Handbook of Correspondence," Hall; "Handbook of Sales Management," Hall; "Scientific Sales Management," Hoyt; "Modern Sales Organization," Aspley; "Competitive Trade Practices," Aspley; "Closing the Sale," Aspley; "Effective Direct Mail Advertising," Ramsey; "Export Merchandising," Wyman; "Market Analysis," White; "Men Who Are Making America," Forbes; "Autobiography of Benjamin Franklin"; "Autobiography of Edward Bok."

While this is not by any means a complete list, it will be found helpful as a guide in buying a nucleus of a sales department library. The books were chosen for their practical helpfulness, and for the wide experience of the men who wrote or compiled them, and we believe that any sales department will find many uses for nearly all of the books mentioned.

**THE GENIUS OF AMERICAN BUSINESS**, by Julius H. Barnes (Doubleday, Page & Co.). Julius H. Barnes is president of the Chamber of Commerce of the United States, and some of the chapters in this book are based on addresses made by him within recent months. The chapters embody a general discussion of some of the broader phases of American industry, and some of the problems American business men are called upon to face every day. The book is an attempt to define the spirit of American business and to point out some of its outstanding phases. Several problems discussed are: "Agriculture and American Business," "Agriculture and Foreign Relations," "Organized Industry," "Transportation," and "Need the Farm Feed the Stomach Alone?"

**THE ESSENTIALS OF PRINTING**, by Frank S. Henry (John Wiley & Sons, Inc.). While this book is frankly designated as a textbook for beginners in printing, it is the kind of a book that would be invaluable to one to whom at least a superficial knowledge of printing is almost necessary. For anyone who buys printed matter or writes promotional material, the elementary facts supplied here will enable him to understand the problems involved in the production of printed matter, and help him to talk intelligently to his printer about type styles, paper, etc.

## A Competent Sales Manager Is Wanted

A successful manufacturing concern, doing approximately a \$5,000,000 volume, has an exceptional opening for a sales manager.

Only a man of broad and successful sales experience can possibly qualify. He must have sound judgment; he must be alert and energetic; he must know how to engage, train and develop salesmen; he must be a firm believer in national advertising and must know how to use advertising effectively in his work. The more he knows about the selling of high-quality merchandise direct to the retail trade, the more valuable he will be.

The requirements, as you will note, are quite unusual. No ordinary sales manager could expect to make good.

On the other hand, the reward will be great. For the right man, here is a real opportunity—a substantial income from the start; an almost unlimited future.

Perhaps you know a man who probably measures up to these specifications. If so, you will be doing both him and the manufacturer a courtesy in getting them together. Your suggestion will, of course, be held in absolute confidence.

**Box 660**

**"Sales Management"**

1801 Leland Avenue  
Chicago, Ill.



Here's a new field



25,000

### Church Communities

each of which may be reached directly through its business executive, the MINISTER

### Materials — Merchandise New Methods

Investigate this market

## The Expositor

will be glad to tell you about it

F. M. BARTON COMPANY

Publishers

Caxton Bldg., Cleveland, O.

New York Chicago  
17 West 42nd St. 37 South Wabash Ave.

## Can you take a hint?

Assuming that you are not turning business away, that your present sales and advertising effort, whatever it may be, is not bringing you the results you'd like—can you take a hint? A letter I have here, intended for you, contains a valuable hint, which you can get by asking for Letter E-5. (As to whether you'll take the hint or not: only a reading of the letter can determine that.)

*Cornel Ridderhof*

Times Bldg.

New York

## Touching Up!



Sales bulletins, house organs, letters and blotters is an easy job when you have proofs of "CRAM CUTS" on file.

Write today for proofs

The Cram Studios

Dept. S

Muskegon, Mich.



# HALF an' HALF



IT seems as though more general books of interest to business men were being published this season than ever before. Some of them taste like cod liver oil to readers who do not relish the opinions of others unless those opinions happen to coincide with their own. One that came to my desk recently is Thorstein Veblen's "Absentee Ownership" (Huebsch). Mr. Veblen is a distinguished scientist, and the author of nine books on economic subjects, which have been largely unintelligible to the average reader because of his peculiar choice of words—always the longest and most abstract. "Pecuniary honorific," for example, used to be one of his favorite playthings. But in this new book he shows a desire to have people read and understand. He speaks for a growing radical minority when he pays his respect to the work SALES MANAGEMENT readers do:

"At any given time, whatever increase of custom is gained by any given selling concern will be lost to others, and whatever custom is shifted by publicity to any given commodity is thereby shifted away from another, or others. Virtually all sellers are competitors of virtually all other sellers, irrespective, on the whole, of the diversity of goods offered for sale. The total offering of goods for sale takes up the total volume of available purchasing power."

In other words, Mr. Veblen tells us that while it may benefit the manufacturer of radio sets to advertise, he is not creating any new wealth and is merely diverting money which otherwise would have been spent for clothes or food or automobiles: that purchasing power is a fixed thing. This is an interesting theory, but is it true? As new wants are created, don't people find the means of supplying them, through working harder or more efficiently, or both? At this minute there may be a cash market for a definite number of automobiles, but the next minute, if the automobile advertisements do what is expected of them, several thousand people decide that they want automobiles, and set out to earn more money. They create new wealth, added wealth, by raising more corn than they had expected to cultivate, by making more pairs of shoes, by sticking to the job an hour longer each day, etc.

The book is recommended to those who would like to know what the position is and to those who appreciate the mental stimulus which comes from answering knotty objections. Veblen's latest style is humorously satiric, à la Bernard Shaw.

½ & ½

Another book in the spring crop is Herbert Quick's "The Real Trouble With the

Farmers" (Bobbs Merrill). Quick knows the farming section of the Middle West as few other writers do. He was raised on a farm, he is a farmer now, and he has been the editor of several farm magazines. This is a little off the subject—but I have found many who agree with me that his novel, published three years ago, "Vandemark's Folly," comes close to being the Great American Novel. It is an amazingly interesting picture of those brave pioneers who broke the first sod on the Middle West prairies. His new book on the farming situation is worthy of careful reading by every national distributor. Farm prosperity is necessary to national prosperity, and farmers, at least the general run of them, are most certainly not prosperous now. The immediate cause is one of prices. In September last year, when farmers were marketing many of their crops, the products were worth 75 (using 1913 averages as the base, 100) as compared with 154 for wholesale prices on the things they bought—clothing, manufactured food, lumber, steel, and the like. The farmer had to give twice as much of his product, which means twice as much of his labor, for the things he was compelled to buy.

Mr. Quick cites price fixing combinations, the tariff, and high freight rates as the three most important contributing causes to the farmer's unhappy plight. He thinks that most of the measures passed by the Farm Bloc have hindered rather than helped, that the farmer needs a system for getting out of debt instead of more loans and that the tariff placed on raw food products does not aid him because in this country we always produce more food and fiber products than we can consume, and the danger from foreign competition is nil: but that the tariff on articles which the farmer has to buy is largely responsible for the disparity in the average prices on his sales and his purchases. To prove the contention he quotes actual figures to show what the tariff does to farmers in Texas.

His conclusions are somewhat radical—there is not space here to reproduce them, but the book is recommended to any reader who is interested in the farm situation.

½ & ½

The third author who dares to rock the boat is Roger Burlingame, who has written "You Too" (Scribner). The title is a take-off on a type of direct appeal advertising—the kind that pictures a young man as the hit of the party and the slogan "You, too, can be charming,"—or you, too, may be losing your freshness or your hair or your teeth or your vigor or whatever it is that you can least afford to be without. The author is out gunning for advertising agencies, and

while he perhaps makes a few scratchy hits, his book seems to lack effectiveness because he exaggerates and draws too many sweeping conclusions. For example, in referring to some copy turned out to glorify Rosenbloom's brushes he has the writer say, "The life purpose of Solomon I. Rosenbloom has been to bring happiness to millions of men by putting into their hands a shaving brush of permanent bristles."

Now there has been "idealism" copy just as bad as that—some of it was exposed in SALES MANAGEMENT just a year ago—but when Mr. Burlingame goes on to say, "Before the copy writer produced this masterpiece he had worked himself up into believing that it was true, and after a few such pieces of copy he probably believed himself a great man"—when the author says things like that, and they are scattered all through the book, I have to laugh. I know some of the men who prepare bunk advertisements, but all I have encountered have a sense of humor and *know* they are writing bunk. Mr. Burlingame—I hazard a guess—was unsuccessful in agency work and is relieving himself of some accumulated venom. I doubt if his experience was wide, and for that reason I cannot recommend his book as I do Mr. Quick's. The latter deserves respect because it is written by a thoughtful man who has had a wide business experience.

½ & ½

This is not a free ad for manufacturers of postal scales—but one of the executives of an advertising agency told me the other day that they had kept a record for three months of the amount handed the postman on "postage due" letters—and that the daily average was more than two dollars. By forcing a prospect to pay two cents extra postage on a sales letter, companies make their communications stand out from the ordinary run, and put him into what the psychologists call "an incipient buying mood."

½ & ½

One of the best shows in New York right now is "The Beggar on Horseback," which de-bunks art, literature and business. A star scene is a take-off on super-efficiency methods. A young composer finds that instead of only marrying a girl he has married into a business, and he is told to report for work on Monday morning. No definite job has been assigned him, but he decides that for any job he must have a pencil. So he starts down the long line of offices in search of one. Finally he succeeds in attracting the attention of a gum-chewing stenographer who takes pity on him and hands him one of the requisition forms which must be filled out. It is twice the size of an income report blank, and has 13,000 words in fine print. He is just about to sign his name to it when she asks him, "How old are you?"

"Thirty-two."

"Well, then, that isn't the form for you." And she pulls out one of another color and twice the size. Finally, after securing the initialed approval of a half dozen men, he gets his pencil.

½ & ½

Do you see the "Bedtime Business Stories" which are published in leaflet form by the New York office of the Kelly-Springfield Tire Company? Ask Maurice Switzer, vice-president, for one. They are good humored dissertations on the life of the salesman, but

oh what a barb they carry for the man who overloads his customers, for the one-time artist, for the star athlete who is first in the tournament at the golf club, but last in the sales contest!

½ & ½

Several years ago, the most interesting house organ which came to my desk was "The Better Way," published by *Cosmopolitan*. When it arrived, I could never resist the temptation to put aside everything else and delve into it. Suddenly it stopped coming.

Last week, I ran across it again. It seems that the editor, M. I. Pitkin, changed jobs, and *Cosmopolitan* dropped it. Now he is with George Harrison Phelps, the Detroit advertising agent, at 110 Rowena Street, and "The Better Way" has been revived. It has improved with age. Ask Mr. Phelps to put you on the list.

½ & ½

We have a grievance against John J. Morgan, the Boston advertising agent. A Mr. S. Attaul Rahman Md. Yousuf, of the Sadar Bazar, Delhi, India (that was a mouthful), was so impressed with Mr. Morgan's single column advertisement in SALES MANAGEMENT that he thought Mr. Morgan was the publisher of the magazine and sent him his subscription. We wish to serve notice that we are not owned by our advertisers.

½ & ½

When Europe has finally absorbed our progressive business ideas, we shall hear the Swiss Board of Trade announcing, "Come and See Our Alps—They Are High As Peter's Chocolate in Quality"; and the Gibraltar Boosters' Association will advertise the fact that their rock "Has the Strength of the Prudential Insurance Company."—*Life*.

½ & ½

Boat schedules are interesting things, we have discovered. They are not necessarily iron-bound, because they can be changed whenever an emergency makes a change advisable. But a schedule or time-table keeps the boats operating, dependably and effectively. An advertising plan should be considered somewhat as a schedule or time-table. It gives one a definite goal. But, like a boat schedule, let it be subject to change when a change is necessary. Let it be flexible enough to take advantage of every advertising or sales opportunity that arises. Often there is a chance to out-plan your plan.—From *The Three Circles* (Evans-Winter-Hebb, Inc., Detroit).

½ & ½

A druggist whose store is near the SALES MANAGEMENT office was complaining the other day, "I don't make any money on advertised brands." I counted the brands of soap and talcum powder he carried. There were sixty-five soaps and thirty-six talcums. Some manufacturers were represented by half a dozen brands, only one of which was a real seller. The druggist didn't make any money on the five, and I venture to doubt whether the manufacturer did either. There would be less complaint from dealers about advertising brands if makers would simplify their lines.

SALES MANAGEMENT FOR JUNE, 1924

## Good Equipment is Half the Sale

Are you or your salesmen equipped with carrying cases that are

Compact  
Light in Weight  
Extremely Durable  
Reasonably Priced  
Attractive

—forming an inviting background for your product or service? For example this

### CENTURY PORTFOLIO



Style No. 366

It is only one of the many practical portfolios in our extensive line of Portfolios, Brief Cases, Bags, Sample Cases, etc. We make a stock line and can furnish quantities on quick notice.

Perhaps your sales force requires the unusual portfolio, bag or sample case? We specialize in "made to measure" traveling equipment of special designs and sizes.

Send for Catalog No. 28

It illustrates and describes the complete line of Century Brief Cases, Portfolios, Sample Cases, Traveling Bags, Suitcases, etc. Write for your copy today.

### Century Leather Crafts Company

366 Broadway

New York City



## Where the Sale Begins

First Impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company

Established 1857

1102 S. Wabash Ave.

CHICAGO

705 Peoples Gas Bldg.

**WIGGINS**  
Peerless  
Book Form **CARDS**





## Hotel Sheridan-Plaza

CHICAGO

Sheridan Road at Wilson Avenue

The ever-growing greatness of uptown Chicago attracts business travelers from far and near. This beautiful hotel, in the North Shore retail center, combines ideal location, unexcelled service and moderate costs. Eighteen minutes from downtown—"L" express and surface cars; motor busses to and from downtown, through Lincoln Park, stop at the door.

European plan. Rooms with private bath \$3 a day and up. Reservations are advisable. Exceptional garage accommodations.

**You** can increase  
your organization's  
efficiency



Equip each desk with a

**Robinson Readipad**

The Coupon memo pad. Pencil and fresh coupon always handy. Perpetual calendar. Rubber feet prevent slipping or scratching. Handsome brass or bronze finish.

Get special quantity prices from your stationer

ROBINSON MFG. CO. Westfield, Mass.

**EARL B. SHIELDS**  
*Advertising*

**S**EVEN of our ten clients are subscribers to SALES MANAGEMENT or the Dartnell Service. They will gladly tell you about the kind of work we are doing for them.

1623 HARRIS TRUST BLDG.  
CHICAGO

## News of the Road

Atlanta, Ga., was the scene last month of the opening of the newest of the Biltmore hotels. The building alone is said to have cost six million, and it comprises 650 spacious cheery rooms, all with private bath and big garment closets, and all with outside exposure. On the garden level floor are the main office, the main dining room, and ballroom, accommodating 500, while on the mezzanine floor are located the writing rooms and a number of private dining rooms. There are thirty completely appointed suites in which sample rooms are directly connected with the guest's own room, which are said to excel anything of the kind heretofore provided for commercial travelers. A fresco dancing in the immense illuminated outdoor garden is another feature of this magnificent new hotel.

The Chicago, Rock Island & Pacific railroad in announcing new schedules has shortened the run of its fast passenger trains between Chicago and Kansas City, Des Moines and Omaha. A fast train will be operated out of Kansas City at 5:45 p. m., arriving in Chicago at 7:09 next morning, and a through no-stop train will be operated between Des Moines and Chicago, leaving Des Moines at 11 p. m., and arriving here at 7:30 a. m., this train originating at Omaha at 6:08 p. m. The road also announces a new service out of St. Louis, via Kansas City to Colorado, effective May 18th, the train to be known as the "Colorado Flyer," leaving St. Louis at 9 a. m., arriving at Kansas City at 5:30 p. m., and at Denver at 12:55 p. m., next day.

Sales managers who have a hard time finding suitable hotel rooms in Boston will be sorry to learn that E. M. Statler, president of the Hotels Statler, has just announced that the building of the proposed Statler Hotel in Boston, Mass., has been indefinitely postponed. The announcement was made after a close analysis of building costs. The bids submitted were considerably higher than expected, and the project called for so large an investment by reason of the high building and equipment costs, and the many factors that go into overhead, that from an operating point of view there was no hope of making the venture a profitable one if construction were started at this time.

Due to the necessity for larger quarters to take care of increasing business, Madison, Wisconsin, is to have a new bus terminal to serve as a union station for all bus lines, operating in and out of that city. The new terminal will be one of the most modern in the United States, and will be so situated that it will serve to the best possible advantage, not only the people who use the busses, but the people who utilize other forms of transportation. An interesting feature of the new station is the fact that it will have arch entrances to facilitate the entrance and departure of busses.

When Detroit starts anything it moves fast. This city has long been noted for the lack of ample hotel accommodations. Plans, however, have been made for a new Statler hotel, and the steel work on the Book-Cadillac has been completed. Now the news comes that L. W. Tuller, proprietor of The Hotel Tuller, has announced plans for the immediate construction of two more hotels in that city. The Royal Palms and the Eddystone, as they will be called, will contain 360 and 312 rooms respectively. Each is to be thirteen stories high and will represent an investment of over \$2,500,000. It is expected the buildings will be ready for opening by next January.

Sales executives and their salesmen who travel through Kansas will be glad to hear of the hourly bus schedule which has been arranged between Kansas City and Independence, Topeka and Lawrence. The Union Bus Depot in Kansas City is now located directly across from the Baltimore Hotel in the heart of the new hotel district, and it is proving to be exceedingly convenient to travelers.

Casper, Wyoming, boasts of a new hotel, The Townsend, which opened last week. This new hotel is up-to-date in all particulars; most of its 150 guest rooms have private baths; there are ten combination sample rooms, spacious lobby, restaurant, coffee shop, etc. Casper is the metropolis of the oil fields of Wyoming and is growing rapidly so that the new Townsend is assured of a prosperous business.

A beautiful new hotel for men only was opened the early part of last month in Milwaukee. The Antlers, so it is called, contains 450 rooms at very reasonable charges, and it is expected that many sales executives and salesmen will patronize it. While it contains a large comfortably furnished club-room on the second floor, as well as sixteen bowling alleys, the most novel feature of the new Antlers is a golf course of eighteen holes on the first floor. Thus, at night and during the noon hour, the devotees of the game will be able to practice their shots.

One function which the bus companies are performing and which is an important factor in making profit for them is the meeting of trains whether late or on time. An advantage is held here by the operator of busses over the electric railway, because a deviation from schedule time does not interfere with other vehicles following the same route.

Among the new hotels being planned for the near future are the Warm Friend's Tavern at Holland, Mich., and The Robert Fulton Hotel in Atlanta, Ga. The last named hotel will cost one million dollars, will contain 300 rooms with 300 baths, circulating ice water and a servitor in each room. The Tavern in Holland will cost half a million, will be six stories and will contain 172 rooms.



# TIPS



Your territory analysis files are not complete nor up to date for the St. Louis radius unless you have a copy of a handsomely embossed leatherette book, entitled "St. Louis and The 49th State" now being distributed by the *St. Louis Globe-Democrat*. The D'Arcy Advertising Company prepared the copy and directed a corps of investigators in making 111,000 calls and 80,797 personal interviews to obtain the facts about the newspaper reading, and the buying preferences of this great market.

Other books with similar purposes have been written for this and other markets. Many of them are large and comprehensive, but, frequently, because of the way in which the material is presented, they are difficult to read. The authors of this valuable book, realizing this, have deviated somewhat from the customary manner of presentation. Through the use of numerous easily read charts, maps and graphs they have let pictures tell the story. Copies may be obtained by executives by addressing the Merchandising Department of the *Globe-Democrat* if *SALES MANAGEMENT* is mentioned as the source of the inquiry.

How the functions of sales and advertising dovetail in the successful marketing campaign was never better illustrated than in "The Little Old Man At the Roll Top Desk," a booklet published by the Warren Paper Company and distributed by The Chicago Paper Company of Chicago. While the story is in part fiction, it is so interesting and the moral so clear, that it is well worth sending for, and reading. It will take but ten minutes to read this little primer but the sound business principles covered are worthy of many hours' consideration. Address your request to James L. Smith, advertising manager, The Chicago Paper Company.

If you are looking for new ideas for sales contests, collection plans, etc., to keep your business humming during the "off" months, it will pay you to write the Parker Pen Company, No. 14 Industrial Department, Janesville, Wisconsin. They will show you how hundreds of concerns have found Parker pens more successful as sales stimulants than cash bonuses for extra efforts. Collections "loosen up" too, when handled according to plans the Parker Company will suggest.

So many sales executives have found the New York market difficult to break into and so different from other metropolitan markets that we are sure they will welcome an opportunity to gain first hand and authoritative information about this tremendous field for increasing sales. An understanding of these differences and difficulties, a correct knowledge of the reasons for them, the elimination of wrong notions concerning the market, all increase selling efficiency and lower selling

costs. Write the New York Theater Program Corporation, 108 Wooster Street, New York, for a copy of "Why Is the New York Market Different?"

If you took our "tip," sometime ago, to send for a copy of "Christopher Puts It Across," a little booklet published by Marchalk & Pratt, 49 W. 45th St., New York City, you will be glad to learn that a new booklet in the same series, entitled, "The Truth Seller" has just been issued. You will greatly enjoy this bit of really fine writing. The theme is an excellent one for a house organ article, or a letter to salesmen. Better send for a copy before they are all gone.

The "Giant" letter, included in a recent mailing of Dartnell Sales Service, has occasioned so much comment and brought in so many inquiries about the process of printing that we are glad to pass along the information to all the readers of *SALES MANAGEMENT*. As a means of "startling" lethargic buyers into action it is being used by a number of concerns as part of their follow-up campaign. It might be used for stimulating collections as well.

A letter to The National Process Company, 117 E. 24th Street, New York, will bring samples and prices.

A famous advertising agency director told one of our staff men recently that he found it easier to prepare four *Saturday Evening Post* pages than one page in a trade paper. Business paper advertising has to be unusually skillful because it is read by experienced and thoughtful men.

Mr. Clifford G. Bigelow of "The Printing Art" of Cambridge, Massachusetts, has prepared a booklet called "Twelve Suggestions for Making Trade Paper Advertising Pay." He will send a copy to any of our readers who are interested.

Some splendid suggestions for unusually attractive booklets, folders, letterheads, etc., are contained in a portfolio of "Advertising Ideas," recently prepared by the Swigart Paper Company, 723 South Wells Street, Chicago. While the portfolio is intended primarily for printers, a note to E. J. Monahan may secure a copy for other executives interested in better sales literature and printing.

"San Francisco and Its Sphere of Influence" is the title of a new book compiled by the merchandising service bureau of the *San Francisco Examiner*. The booklet covers an analysis of the markets of Northern and Central California and a variety of data of interest of prospective advertisers in this territory. If you are interested, write R. W. Madison, manager of the bureau, for a copy.

*SALES MANAGEMENT FOR JUNE, 1924*

## PREMIUM SERVICE and PREMIUMS

—We save you all the overhead expense, all your investment in premiums and all the worry and bother of buying, handling and distributing.

—Our business isn't identified with either cooperative coupons or trading stamps. Our patrons retain their identity: the premiums are theirs, the catalogs or leaflets are theirs and the coupons are theirs; we are simply their premium department.

—Let us send you our booklets explaining everything in detail.

THE PREMIUM SERVICE CO., Inc.  
199-201 Franklin Street New York

## DIRECT EVIDENCE INCREASES SALES

YOUR salesmen should show skeptical prospects the testimonial letters and orders which you receive from satisfied customers—it would remove doubt and get the order.

**HARD-SHELL PROSPECTS DEMAND PROOF**  
You could provide it by making use of the testimonial letters and orders lying idle in your files.

**PUT POWER BEHIND YOUR TESTIMONIALS**  
Give a copy to each of your salesmen and note the effect on their moral and orders.

We make copies of anything written, printed or drawn—Letters, Orders, Contracts, Maps, Plats, Charts—without the use of glass plates or expensive cuts.

Write for Samples and Prices

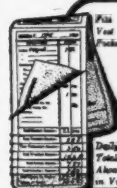
AJAX PHOTO PRINT CO.  
35 W. Adams St. Chicago, Ill.

Send Six Cents  
in stamps for latest  
proof sheets of

**Sales Managers  
REDI-CUTS**

Corking good stock illustrations  
for Advertising, Sales  
Bulletins, House Organs,  
Publications, etc.

Monarch Studios  
341 Fifth Ave., New York



## Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free

100 for \$3.00 500 for \$13.75 1000 for \$25.00  
GARRETT & MASSIE, Inc., Publishers  
P. O. Box 1837-R Richmond, Virginia

Lithographed and printed cloth, folded edge fiber, paraffine cardboard, paper and metal signs in colors that stand outdoor exposure. Die-cut shapes, cutouts and paper displays for interior work. Road and field signs printed with genuine paint on metal and mounted in good substantial wood frames, made with special lock corners, any size.

The Massillon-Cleveland-Akron Sign Co.  
Dept. D Massillon, Ohio

Send for 16 page  
booklet—

"In the  
Public  
Eye"

MOVIE  
SLIDES  
For Every Purpose

~to put your  
campaign across.

STANDARD SLIDE CORP. 209 W. 48 St. N.Y.

## Do You Write Letters That Sell or Just Answer Inquiries?

(Continued from page 1070)

and break down the good-will that the sales and advertising departments build up just as soon as the customer gets the least bit in arrears.

Collection letters like the following not only get the money much quicker than the old stereotyped collection letters that so many houses are still using, but they increase the good-will of the customer for the house that writes them instead of tearing it down as the old type did.

Dear Mr. Blank:

You may be sure that I would not call your attention to your long past due account if it were not absolutely imperative to my payroll, bills, etc.

However, you must appreciate that in times like these we cannot very well carry our customers without payment.

I find in looking over my records that you owe us \$41.46 for June, \$304.55 for July, and \$39.12 for August, making a total of \$385.13. Won't you please send us a check for this amount or at least a part of it and greatly oblige,

Yours very truly,

Dear Mr. Blank:

We have a real big "pay-day" every Saturday.

Wouldn't you like to help out even whether your account was due or not? Of course you would!

Then just look at your little old bank book and see if you can't spare us just a little, and thank you a million times.

Sincerely yours,

Look on your dictation as a gold mine of opportunities, for that is what it really is. Make every letter that you write build good-will for the house and it will not be long before the results will show in the profit and loss account.

The letters that McCown dictates before he goes to lunch may mean many thousands of dollars of profit made or lost by the Texas Pipe Co. during the next few years. The same is true of the letters that you dictate every morning. Realize the opportunity that is yours in the dictating of a business letter and cash in on it.

## TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates

Send for Samples  
Best prices—Quickest service

Commerce Photo-Print Corporation  
80 Maiden Lane New York City

## Personal Service and Supplies

Classified rates: 36¢ a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

SEVERAL QUALIFIED SALES MANAGERS with demonstrably successful records in recruiting and handling large organizations, will find permanent connections paying up to \$10,000 a year in the 1924 expansion of one of the two largest manufacturers in its industry. A few important territories are open for real organizers. State experience fully and write at once to H. F. Baker, gen. sales mgr., 319 W. Van Buren, Chicago.

SALES TRAINERS—MANAGERS: ARE YOU prepared for this opportunity? Our 1924 plan is working so big that we need district managers, in several parts of the country, faster than we can promote them from the sales ranks. Our business is motion picture publicity, and exclusive merchandising service to Class A business concerns. Only an unusual man can succeed with this service. It is an unusual service, that's why we present this proposition to you here in SALES MANAGEMENT. We will investigate you thoroughly and will expect you to investigate us. The job is too important for careless consideration. Your immediate response will entitle you to first consideration. Write for the details and please mention this magazine. Alexander Film Company, 3329 So. Broadway, Denver, Colorado.

A LARGE MANUFACTURER OF ELECTRICAL apparatus is bringing out a new line of fan motors, and desires a sales executive with experience and acquaintance in the fan motor field to organize this department. This is an unusual opportunity for the right man. Answer fully, advising history, salary desired and send photograph. All documents will be held confidential and returned to applicant. Box 661, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

### SALESMEN WANTED

A CORPORATION OPERATING A CREDIT service for business throughout the world offers excellent opportunities to men with sales ability as representatives. Address American Security Credit Company, St. Louis, Mo.

### SALES PROMOTION

LETTERS THAT GET WHAT THEY GO after—inquiries, orders, remittances. Been writing 'em 20 years for every line of business and service. Got 25% replies from one letter on proposition to canvassing agents; 27% replies from letter-follower sent to high class investors; raised \$50,000 by mail on another investment proposition at 15% selling cost. Outline your problem for free suggestions and booklet, "Resultful Advertising Service." Ernest F. Gardner, 511-Y Ridge Arcade, Kansas City, Mo.

### Better Booklets for Less Money

<b>5000 Eight-Page BOOKLETS</b> 3 1/2 x 6 1/4, printed on good Enameled paper \$70	<b>5000 Four-Page FOLDERS</b> 6 x 9, printed on good Enameled paper \$42
1000 8-page booklets, \$25	1000 4-page folders, \$20
Write for Free Samples on Your Printed Letterhead	
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago	

## \$22,000 from a Letter!

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

Serving eastern clients in Pacific Coast territory and Pacific Coast clients nationally



**The Izzard Company**  
ADVERTISING-MERCHANDISING  
Tacoma • SEATTLE • San Francisco



### Ribbons and Inks

for the  
MULTIGRAPH NEOSTYLE  
MULTI-COLOR ADDRESS-O-GRAPH  
MIMEOGRAPH TYPEWRITER

Halco Supplies are made first to please the user, but their ultimate duty is to please the receiver of your letters, by presenting to him letters that are as near mechanical perfection as good inks and ribbons can make them.

There is just one way to make good inks and ribbons. The best of materials, modern equipment and skilled labor that knows the requirements of the various machines and builds its product accordingly. HALCO SUPPLIES combine these points with just a little more for good measure. Halco Supplies cost no more than ordinary supplies, as they are sold to you direct, either from our factory at Philadelphia, or through our branches in New York, Chicago, Washington, D. C., or San Francisco.

Send today for latest price list and see for yourself!

**THE SHALLCROSS COMPANY** 1460 Grays Ferry Road  
Philadelphia, Pa.  
Branch Offices: New York, Chicago, San Francisco, Washington, D. C.





Namapco Map System in office of Pratt & Lambert Co., New York

## A Map System Planned Especially for You

**N**AMAPCO Map Systems are planned especially for sales managers and busy executives. *Your* Namapco System would be planned and built to meet the individual requirements of *your* business. Made to measure, as it were; designed to give you graphic control of your territory, to help you analyze your distribution, and keep you in constant touch with day-to-day conditions in the field.



*The marking or shading on Namapco Maps may be changed at any time by washing the surface with a sponge or damp cloth, or by erasing with art gum.*

Namapco Maps are made to *use*. For this reason, they wear working clothes—a washable surface which enables you to mark on them and change the marking as often as necessary. On these large scale washable maps you can outline or shade territories, follow the movements of salesmen and the activities of your distributor and dealer organization, write down sales facts and figures, and show practically any sales or territorial information. You can also use colored map tacks to show additional information.

With a Namapco System, all of your maps are instantly available. The fixtures occupy small space, and are easy to get at. Adjoining ter-

ritories may be studied at the same time. All parts of the maps are easily accessible. In case of emergency, two or three persons can work on the maps at the same time. You can have a fixture that will accommodate any number of maps—from one to sixty. The flexibility of the fixtures enables you to add new wings and maps as you need them.

Tell us what territory you cover and how you sell—through salesmen and dealers, by mail, or house-to-house—and let us put our forty years of map-making experience into suggestions for a system that will prove invaluable to you in your sales and territorial work.

*Please address Dept. D-6, Murphy Bldg., Indianapolis*

## NATIONAL MAP COMPANY

MAP MAKERS SINCE 1885

111 N. Market St., CHICAGO

Home Office, INDIANAPOLIS

311 Broadway, NEW YORK CITY

# "Namapco" Washable Maps



# The Chicago Tribune sells groceries throughout Illinois, Indiana, Iowa Michigan and Wisconsin



**PROOF**—specific, convincing—is here offered in support of the above statement.

It is hard to believe that a newspaper reaching almost every worth-while home in the city of publication can also move merchandise from the shelves of thousands of groceries in other cities.

That Chicago Tribune circulation in each of 1,064 towns and cities amounts to one-fifth to three-fifths of the number of families is a statistical fact we have often presented. This page goes a step farther and offers testimony of grocers as to the power of The Tribune to effect sales in their stores.

"Do you believe advertising in The Chicago Tribune helps the sale of advertised brands in your community?" was the question answered by 1,334 grocers in communities outside Chicago.

"Yes," said 1,108 grocers—83% of the total. Many grocers volunteered illuminating comments on their experiences with products advertised in The Tribune.

## Grocers Stock Products Advertised in The Chicago Tribune

To manufacturers and packers of grocery specialties who want to build sales in the largest and richest zone market in the world, the replies will have triple significance. They are direct evidence of consumer response to Tribune advertising. They prove that the same advertising effects wide dealer distribution. And they show that grocers themselves watch Tribune advertisements in order to keep in touch with new food products. For instance:

"Indeed we do. In fact, we often stock new products due to W. G. N. advertising."

"Absolutely. We always read the advertisements in The Tribune and are never cautious in buying the goods advertised, because we know hundreds of other people who read The Tribune also know about these advertised goods."

"It sure helps to sell advertised brands. Proper advertising of a staple item in The Chicago Tribune means that the goods are half sold, when displayed in a visible place in the store."

"I believe it does. I have many calls for different articles advertised in your paper."

"Sure thing. Just look at 'Savoy.' Every time a 'Savoy' ad appears in The Tribune,

we feel the effects immediately in acceptance that the 'Savoy' brand enjoys among our patrons."

"I certainly do. I have sold lots of goods by the help of Tribune advertising—goods that people in my community were not in the habit of using before."

"I believe that it does. The only way we have of knowing the effect of Tribune advertising is when some new article is advertised and a customer asks for it, stating that the advertisement caused her to inquire."

"Yes. The Chase & Sanborn advertisements run in The Tribune have been brought to our attention several times by our trade."

"Yes. We are positive in saying that the influence of The Tribune is noticeable on our customers and adds to our sales."

"Absolutely. We have a great many Tribune readers in this community and any article continuously advertised in your paper is sure to move."

"Yes. The Tribune is especially strong in introducing new items of merchandise."

## Chicago Tribune Advertising Sells the Dealer

"Tribune advertising certainly helps. Keep anything before the people and they will ask for it. That is the reason I carry advertised brands. Quick turnover is what counts."

"Yes. The only way to sell goods is advertising in daily papers that have the circulation, as The Tribune has. No merchant can sell goods that he keeps under the counter. Goods will not sell unless you keep them before the people."

"Yes. When a firm advertises an article in The Tribune, even an unheard of article, I always buy from the salesman. As soon as we are assured of Tribune ads, we know that there will be calls for the product."

"Yes. I think the daily Tribunes which come to this locality go to men who wish to keep in touch with the outside world. Your Sunday edition enters the home, is read by all members of the family and is therefore the best for advertising foods."

"Very much so. One example is the Savoy advertising. I know it is helping our sale of Savoy products."

"Yes. I am sure of it. When a customer sees a new brand in The Tribune, she asks about it when she comes to the store."

"It sure pays to advertise. We notice the effect of food advertising in The Chicago Tribune constantly."

## Plan Store Display to Follow Tribune Advertising

"Yes. We follow The Sunday Tribune ads and on Mondays make a special display of the goods that are advertised."

"Yes. It doesn't take long for a Tribune campaign to be felt by the retailer."

"Yes. I have goods in my store that are just as good and even better than some products advertised in The Tribune. But the advertised goods sell the best."

"Yes. The more you can get manufacturers to advertise in The Tribune, the more goods we will sell. I have read the Daily and Sunday Tribune for the last twenty years."

"I believe it helps. I would feel lost without The Chicago Tribune. It's the best."

"Yes. We frequently have calls for articles advertised in The Tribune before we are solicited for orders."

"Yes. I have been a reader of The Tribune for the past thirty years."

"If advertising pays at all, it surely does in a paper with as wide a distribution as The Chicago Tribune. One reason that a morning paper stimulates food sales is that the paper is usually read at the breakfast table or before lunch. If an interesting ad attracts the reader's attention, it would naturally cause him to desire the product."

"We believe that advertising in The Chicago Tribune does promote sales in our community, especially when coupled up with store window displays."

"Yes. The Tribune is quoted quite often by my customers."

Observe that distance from Chicago has little effect on the selling power of Tribune advertising. Dowagiac, Mich., where they stock new products on the strength of Tribune advertising, is 102 miles across Lake Michigan. Clinton, Iowa, where consumers buy the foods The Tribune tells about, is 138 miles due west. Beardstown, where they use no caution in ordering goods introduced through The Tribune, is 200 miles as the crow flies from Chicago.

## Chicago Tribune Builds Markets for New Foods

Bourbon, Ind., makes many calls for Tribune-advertised articles, although the town is 95 miles from Chicago. Darlington, Wis., is 165 miles distant, but it asks for new brands exploited in The Tribune just the same. In Stockton, Ill., 131 miles northwest, Mr. Miller makes Monday displays of the goods advertised in The Sunday Tribune.

Add the fact that 80% of Chicago city grocers read The Tribune daily, and in a great many cases, display the goods advertised, and you have some measure of the selling power of Tribune advertising in Chicago and in the five great states of the Chicago Territory—Illinois, Indiana, Iowa, Michigan and Wisconsin. In 502 cities of more than 1,000 population, The Sunday Tribune reaches at least one family in every five—in many communities three or four families in every five.

Whatever your products, if you are marketing it through retail stores, write or phone for a Tribune man to call and discuss your plan and present distribution with you. From the experience of others, he may be able to suggest merchandising methods which will increase your sales in The Chicago Tribune's five-state market.

# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

The Tribune's 1924 BOOK OF FACTS is now ready. A copy will be mailed free to any selling organization, if requested on business stationery. Write any one of these advertising offices of The Chicago Tribune

512 Fifth Avenue  
NEW YORK

7 S. Dearborn Street  
CHICAGO

Haas Building  
LOS ANGELES



S



JUNE - 1924

# Sales Management

IN TWO PARTS, PART TWO



## *British Market Section*

American Products That Should Go Well in  
England This Year



Opportunities for American Novelties and  
Specialties in the British Market



What the Canadian Market Offers



# "PUNCH"

*"The Foremost Humorous Journal of the World"*

**WILLIAM S.  
CRAWFORD**

*Governing Director  
of W. S. Crawford  
Ltd., writes :*

"There is no medium to equal 'PUNCH' for creating sales in high-class trade at home and in the Dominions. I can vouch for this by the experience and reports of the highest class of British advertisers in many trades."



**SIR CHARLES  
HIGHAM**

*Managing Director  
of  
Charles F. Higham  
Ltd., writes :*

"'PUNCH' is a paper quite alone in the field of modern journalism, and is one of the most profitable advertising mediums in the world."

*Oyez ! Oyez ! Oyez !*



**A**MERICANS attending the International Advertising Convention in London who are interested in securing world-wide distribution for their goods, should not fail to investigate the claim of "PUNCH" to be the best advertising medium for this purpose.

The Advertisement Manager of "PUNCH" will be happy to give the fullest information..

**MARION JEAN LYON**  
*Advertisement Manager, "PUNCH"*  
10, BOUVERIE STREET,  
LONDON, E.C. 4., ENG.

## BRITISH MARKET SECTION

BRITISH EMPIRE EXHIBITION AND INTERNATIONAL ADVERTISING CONVENTION ISSUES

# Sales Management

LONDON OFFICES: SENTINEL HOUSE, SOUTHAMPTON ROW, W. C. 1.

Publication Offices: Dartnell Building, 1801 Leland Avenue, Chicago, U. S. A.

Volume Six

June, 1924

Number Nine

## American Products That Should Go Well in England This Year

The British Market is Particularly Suited for Moderate Priced "Over the Counter" Merchandise Which Can be Established by Advertising

*By J. C. Aspley*

SINCE coming over here I have talked with some two hundred and fifty British business men about the possibilities of marketing American specialties in the United Kingdom. Much to my surprise, I found most of them willing to give me all the information I needed. I talked with manufacturers, with wholesale distributors, with manufacturers' agents, with advertising agents, publishers, merchants, and with consumers in many parts of the United Kingdom, from varied stations in life, and with a varied outlook upon life. True, there were a few who didn't see why they should help me. But most of the people I talked to felt that we made many things in America that could be sold over here, just as there were many things made in England and Scotland (outside of whiskey) that were being sold in America. They all agreed that the friendship of the English speaking peoples was vital to the continuance of industrial development and world peace, and they feel, as we do, that the best way to foster and keep alive such friendship is to stimulate industrial intercourse.

One does not need to talk long to a British business man, or any Britisher for that matter, to learn that he judges Americans by the few sad

specimens who summer in England. Only too often these Americans are the ne'er-do-well sons of men of wealth. They do little credit to America. Seldom do you meet the really substantial type of American business man in England. He is too busy, or thinks he is too busy, to travel far from home. If more of the worth-while American business men could go to England and meet Englishmen of the same class, even if only for the sake of getting out of the rut, and getting a new perspective, it would help greatly to overcome whatever superficial ideas English business men may have about the "We-won-the-war" American.

### English Study American Methods

But whatever an Englishman may be thinking, outwardly he is very polite. That is the difference between the Scotch and English. The Englishman kisses you out of the office without giving you the least clue as to why you didn't get the order, but the Scotchman lets you have it right from the shoulder. One chap I met in Glasgow said, "Keep your American goods at home—I'll not help you sell them here." Whatever his virtues might be, tact was not one of them. Yet with all his outspokenness he proved

to be one of my most valuable sources of information. When a man puts all his cards on the table—you at least know he hasn't anything up his sleeve.

But in spite of the natural resentment among manufacturers toward the "American invasion," as they banteringly call it, nearly all feel that much can be learned from studying American selling methods, and I found them keenly interested in hearing how we were overcoming our sales problems. Outside of the manufacturers, the majority of the people I met felt no prejudice whatever for America or things American. On the contrary, things with an American label are preferred. I killed an evening by going to a movie, or cinema, as they call it here, out at the end of one of the bus lines. I wanted to get a close-up of London night life in the thickly populated districts. The title proclaimed that the film was British made. A young lady in front of me turned to her companion and said: "It's no good—these British films are never any good." And her companion promptly piped up "Righto." And it is the same with many other things—signs such as "American Shoe Store," "American Chemists," and last, but not least, "American Bar" are seen all over London. In





Courtesy Scheff Publicity Organization, Ltd.

**Electricity and gas map of Great Britain. This relief map shows the proportions of electricity and gas consumers to population in most important districts**

spite of the advertising and press propaganda being done for British films, British tyres and British cameras, American made products are in great demand. In other fields, such as typewriters and automatic pencils, the British are quite frank to admit our leadership. While it is a fact that the Englishman is just as British as he ever was, and while he is always ready to give you an argument on the League of Nations or the Repayment of the French Debt, he is no different from an American when it comes to his pocketbook. He wants the best, and is willing to pay for it. He is no more prejudiced against products made in America than you and I are prejudiced against golf hose made in Scotland.

Your Englishman, however, buys more painstakingly than the American. I was the guest of one of our subscribers at the Royal Automobile Club in London. My host ordered the meal; first, however, making very careful inquiries as to the makes of cheese, biscuits, sauces, wines, etc. And I noticed that when

he couldn't have Huntley & Palmer's biscuits he wouldn't take any. This illustrates nicely the British psychology. Because of this steadfastness to brands which have won favour, it is difficult to market in England products which are in competition with old established, well-known brands. Therefore, one thing you must carefully determine is the character of home competition.

I saw a great deal of home building going on in England, particularly around London. I drove out to Dorking and lunched at the Deepdene Inn. This hotel, like many of England's country hotels, is an old family seat. Several hundred acres of grounds comprising the original estate surround the hotel, and it is interesting to note that road building crews are at work cutting roads right and left, and scores of residences are going up. I mention this because it illustrates an important development in England. Wealth is being passed around. The great middle classes, which used to live in flats in London, are spreading out into homes

of their own. There is going to be a tremendous market in England for products used in homes.

But here is something that should be kept in mind. Homes are not bought in England as they are in America. Seldom indeed is an architect called in by a home owner. Houses are built in groups or rows by a builder who usually sells them ready-built to the owner. Consequently it is difficult to introduce a product like an instantaneous gas heater, for example, through advertising to the house owner.

England is awake to the value of home conveniences, and in spite of the fact that one large American manufacturer of bathroom specialties quit London in despair, there is going to be a good market here during the next ten years for a silent flush water closet, for laundry tubs and laundry fixtures, for floor coverings of various kinds, particularly cork coverings and cork tilings, for gas hot water heaters, gas stoves, and similar products. In England the floors are not hardwood covered,

(Continued on page 1194)

# Opportunities for American Specialties in the British Market

An interview by a member of the Dartnell editorial staff with

**Douglas Miller**

Chief of Western European Division, United States Department of Commerce

**A** REAL surprise awaits the sales manager when he goes over the lists of exportations to England, Scotland, and Ireland. Facing an apportionment table for the first time, a sales manager for a manufactured product is almost certain to be startled by the overwhelming preponderance of exports made up of raw materials and basic commodities. American cotton, American grain and other agricultural products—these are the items that are mainly responsible for the tidy total.

## Three Classes of Commodities

In the face of this exhibit of the triumph of primary essentials, an authority steps forward to insist that, looking forward, the big opportunity in the British market awaits not the staples already entrenched, but American novelties and specialties. The authority is none else than Douglas Miller, head of the Western European Division of the U. S. Department of Commerce, and but lately out of long service as a trade observer in the United Kingdom. What is more, Mr. Miller insists, that it has been lack of comprehension of what Great Britain will accept from American traders that has been responsible for most of the failures in marketing that have occurred.

Charting the situation for the British Market Section of "Sales Management," Chief Miller classi-

fies commodities in three groups. One is made up of the fruits of America's natural resources which the British already purchase almost as a matter of necessity and will continue to purchase in so far as anybody can foresee the future. The second class comprises articles which the British will not accept from the United States, or accept with great reluctance because they are provided with corresponding utilities of their own that meet all their needs. The third class—and this is bigger in potentialities than in actuality—is made up of unique, unusual or distinctive wares which the British have welcomed from across the Atlantic or stand ready to accept on proper introduction because they have nothing of the kind in their own lexicon.

The foremost expert of the United States government is quite willing to concede, in theory, that given sufficiently skillful sales management and insistent promotion an American product that does not run grossly contrary to the climate and the customs of the country can gain a foothold in the British market. But he feels that it is in the interest of conservation of sales effort, if American marketing ex-

ecutives can be brought to realize how heavy is the handicap when an American invader runs counter to British conservatism, and how valuable the advantage when the American seller is enabled to offer something that the British cannot obtain from home sources or cannot obtain there at anything like the same price.

## What Will Britain Buy?

To illustrate, within narrow environment, the contrasts of sales resistance Mr. Miller has cited to the writer the situation with respect to processed fruit and fruit products. The United States produces some excellent examples of jellies, jams, preserves, fruit butters, etc. But these have scarce a look-in anywhere in the three countries because the British are unshakably loyal to their own makes of jams, preserves, etc., which have centuries of tradition behind them. On the other hand, American canned fruits have no rivals in the British market and the consumption, heavy as it is, might be expected to respond to further efforts for cultivation. So it is with American tinned meats and meat products. Not having to displace any native product, their progress has been rapid.

British adoption of American chewing gum is instanced by Mr. Miller to refute the idea that the English-speaking peoples will not adopt habits or fads that originate



Scenes in London business district





in the United States. On the other hand, the wearing apparel field is full of examples of partial market conquest — carrying, perhaps, a vague insinuation of something lacking in the sales campaign. An illuminating case in point is afforded by shoes. Every British city now has its American shoe store where the irreconcilable Britisher is convinced that he will find nothing but the extremes of pointed toe models. But for all that the distribution of American style shoes is well developed and a heavy volume of popular price trade has been captured, not a dent has been made to date in the high-grade, conservative market.

### Electrical Novelties Popular

While he realizes that not every American sales manager can make his venture under the British flag with an automatic device or a mechanical appliance, Mr. Miller is convinced, after years of residence in various British cities, that fate is in the sample case that contains a mechanical or electrical novelty. To prove the point there are instanced the sales successes of American typewriters, sewing machines, adding machines, talking machines and phonographs, office appliances, etc. Or, coming down to innovations of more modest sale price, there are mentioned safety razors, fountain pens, mechanical pencils, pocket flash lights, and mechanical toys. Turning in another direction, there looms, by way of proof, the supremacy in the British field of American-made dental equipment and dental supplies.

One of the best exemplifications that no British market need be accounted closed to American products, is afforded by the situation in the textile line. With many American importers proclaiming to the domestic market in the United States the supposed superiority of British textiles it might be supposed that "carrying cottons to Lancashire" was on a par with the proverbial "carrying coals to Newcastle." Yet there is ample evidence that certain American textile specialties and even staples are penetrating British self-sufficiency and isolation. In textiles, as in any other highly competitive international line, products based on newly-developed American processes or designs can be sold in

Great Britain, at least until such time as the makers of the special machinery supply British mills or until foreign manufacturers offer competitive designs at cut prices.

The secret of recent American success in the British market for textiles is, Mr. Miller feels, the secret of American success in any quarter similarly crowded and competitive. Keeping one jump ahead of the market, is the technique. The American producers of textiles, who have been able to hold their place in the British market, have been insatiable in their introduction of new designs. By the time a successful design has been copied by imitators they have passed on to something new and different. Keeping careful tab all the while on market trends and watchful for the first manifestations of a change of public taste it has been possible in many instances to instigate or anticipate the whims of fashion.

### Good Designing Necessary

Where excellence of design can be backed up by cheap production the hold of American products in the British market is particularly firm. Here is the explanation of the strong position which American-made fleeced underwear has held in the British market for more than a quarter of a century past. In like degree, it accounts for the steady, heavy turnover in American-made linoleums, cotton rugs and cotton-jute-wool rugs. The recent success in Britain of American soft collars is, like the earlier success of American corsets, a tribute to the influence of high-grade designing backed by advanced ideas in merchandising.

That good designing is not merely the ideal entering wedge but is, in the case of all products that may become competitive, necessary to retention of the British market is the conviction of the British specialist on the staff of Secretary of Commerce Hoover. This is indicated just at this juncture by the situation in the hosiery market. For years past the advantages of American machinery and mass-production methods in factories in the United States have enabled Americans to dominate the British market for artificial-silk hosiery. Latterly, though, British production has improved, thanks in no small part to the importation of American ma-

chinery, until today first-class goods are produced in England at prices that very nearly meet the American quotations. Henceforth America's advantage must rest squarely on excellence and ingenuity of design. It is, by the by, this same factor of design that has enabled real silk hosiery of American make to preempt the British market in so far as medium-priced grades are concerned and to make some inroads on the French trade in high-grade silk hosiery.

In answer to a request, Mr. Miller was able to cite a few instances in which American marketers have gained toehold in what seemed, at first glance, a closed market in the United Kingdom by the ruse of providing a special package or a container designed to protect or preserve the contents. The Department of Commerce executive laid emphasis, however, on the fact that, generally speaking, the British public does not set as much store as does the American public on the sealed container, the air-tight package, etc. British conditions of distribution are partly responsible. British cities are filled with thousands of small shops carrying, in many instances, narrow specialized lines, and deep-rooted custom and ease of replacement or replenishment has grounded the British public in the habit of making small purchases from bulk stock.

### Container Style Affects Sale

Not only are many residents of the United Kingdom and Ireland unsold on the sanitary advantages and other talking points of original packages, and loath to bear the expense that they suspect attaches to an elaborate individual container but they may, on occasion, be rubbed the wrong way by the advertising dress of American package goods. It is the belief of Mr. Miller that the difficulties encountered by certain American breakfast foods that have tried to break into the British market, are attributable only in part to the fact that the British had been brought up on cereals in quite a different form. No less prejudicial, he suspects, have been the flamboyant cartons in which the American goods have been packed. There is, he warns, a share of the British public that objects to efforts to bulldoze it or sweep it off its feet.





*Come in and talk it over  
with the American  
Agent with 30 years'  
British experience.*

## An invitation from the heart of the British Empire

### *From an American to Americans*

There is always a glad hand for American Advertising men at Derrick's. Every time you go anywhere, those of you who come over to London for the Convention in July, you pass within five minutes of our place. Come in.

If you're not coming over, perhaps you would like to see our booklet, "The Derrick Services." We shall be glad to mail you a copy on request.

We are keen about anything that benefits or improves advertising. We believe that the surest way to improve it is for those of us who

produce it to get together. That is why we ask you particularly to come in.

That, too, is why our Managing Director, Paul E. Derrick, an American, was one of the first members of the N.Y. Sphinx Club; one of the organizers of the first N.Y. Advertising Club, and of the first American Agents Association; why we belong to the Association of British Advertising Agents, and Audit Bureau; why we are Sustaining Members of the A.A.C. of W. and support the London Convention.

*Derrick's*

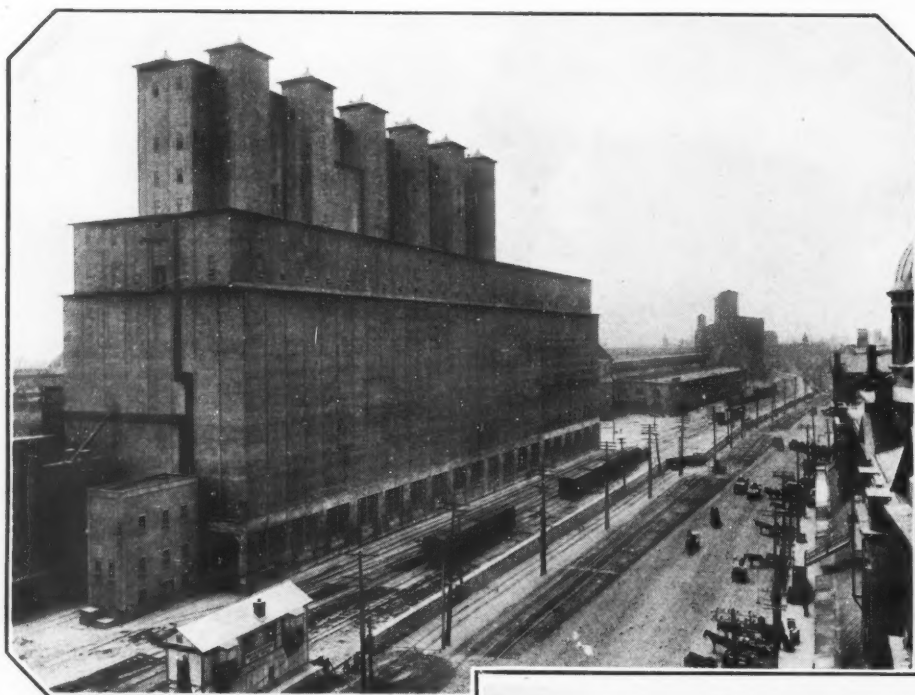
### PAUL E. DERRICK ADVERTISING AGENCY LIMITED

Phones: Gerrard 2900 (*ten lines*). Grams: Pauldrick, London. Cables: Fauldrick, London. Codes: Bentleys & Western Union  
110 St. Martin's Lane (Trafalgar Sq.), London, England

# Are Sales Managers Blind to Canadian Sales Opportunities?

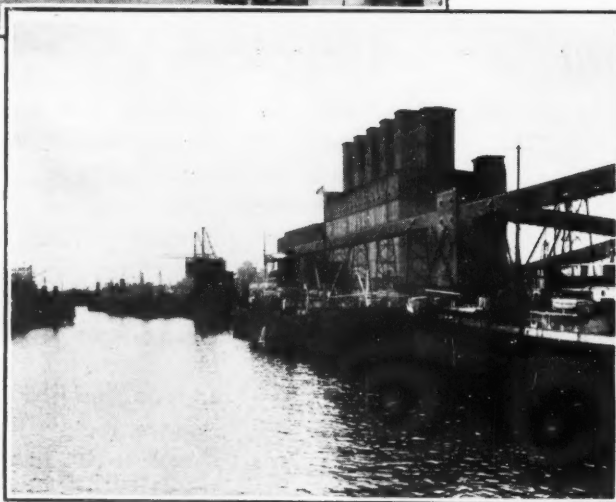
What Canada Offers to the Sales Manager Who Wants to Establish a Foothold in Exporting with a Small Investment

By Roy W. Johnson



**I**N order to arrive at any just estimate of the importance of Canada as a market, it is necessary to apply a little commercial imagination to the statistics. And for this reason it is probable that American sales executives would have a better appreciation of the subject if Canada were located somewhere in the uttermost parts of the earth instead of just across an imaginary border line; if its inhabitants, instead of speaking the English language and living as Americans live, were definitely to be classed as "foreigners"; and if, instead of enjoying a stable and responsible government, it were continually breaking into the front pages with rumors of revolutions and coups d'etat.

'Tis distance lends enchantment in other words, even in business matters, and it is altogether likely that many an American business executive knows more about the opportunities in Anatolia, Bessarabia and Southeastern Siberia than he does about his nearest and most



closely related neighbor. At any rate, a good deal of American capital is going hither and yon into romantic and highly speculative ventures which might be employed a good deal more safely and profitably nearer home.

I repeat, that in order to arrive at any just estimate of Canada as a market, one must use a little commercial imagination: the same faculty, if you please, that enabled the late James J. Hill to see the foundation of a vast commercial

empire in a struggling railroad that lost itself somewhere in North Dakota. Canada is today, commercially and industrially, at about the same point in her development that the Northwestern United States was then, fifty-odd years ago, except that her railroads have been built, and governmental authority firmly established. Enormous natural resources, for the most part undeveloped; vast areas of fertile and uncultivated farm lands; a thin, but vigorous and homogeneous population; and a scarcity of development capital. These are the basic facts which must be considered in any estimate of the Canadian market, and what has happened in our own Northwest is a sufficient indication as to what the near future is to hold for Canada.

I know a number of sales managers who are inclined to shrug their shoulders more or less disdainfully when it is suggested that the Canadian market is worth serious cultivation. They look at the superficial record of population (something less than nine millions) that is spread over a territory wider than the continental United

States, and go no further.

On the other hand, there are between five and six hundred United States concerns which have branch factories or subsidiary corporations in Canada, which are not only making highly satisfactory profits from domestic business in Canada, but in many cases are finding Canada a most excellent base for trade with other parts of the world. There are facts of more importance than population statistics when it comes to judging the present and the future

buying power of any market.

Let us glance briefly at some figures which may indicate something with respect to the real buying power of these nine million people, bearing in mind that this is to be measured by their commercial activity and its rate of increase, rather than by the mere number of individuals who are engaged in it.

The statement has been made that Canadians do more business, more importing and exporting, save more money and spend more money, per capita, than any other people in the world. Broad as it is, that is certainly not very far from the truth, if it is not indeed positively and literally true. For this nation of less than 9,000,000 people possessed in 1921 tangible property estimated by the Dominion Government's Bureau of Statistics at \$17,215,205,639. In agricultural products alone, they produced in 1922 a total of \$1,420,170,000. Manufactures amounted to \$4,019,371,000. Exports were \$931,451,000. Imports were \$802,465,000. The total assets of the fifteen chartered banks of Canada, in 1923, amounted to \$2,571,461,677.

Those figures indicate a rather marked degree of commercial ac-

tivity. Even more striking, however, are the percentages of increase in the exports of various commodities over the period from 1900 to 1922. Thus, we find that during that period, the value of exports of agricultural and vegetable products increased by 1,344 per cent, animal products by eighty-eight per cent, fisheries by 146 per cent, fibres and textiles by 384 per cent, wood and paper by 595 per cent, iron products by 1,428 per cent, and chemical products by 2,987 per cent.

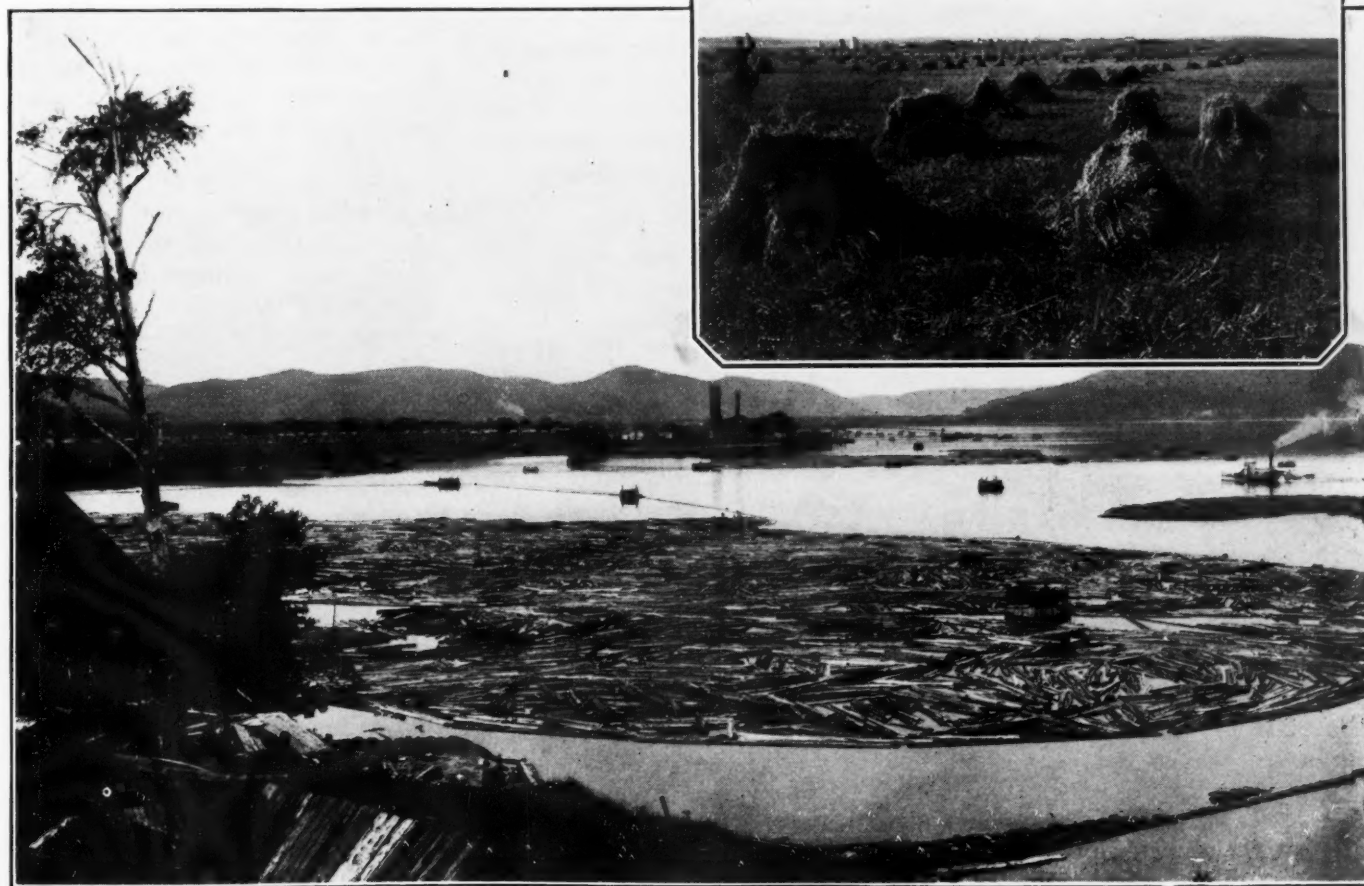
Those classifications include both raw and manufactured products under each heading, and even allowing for an average increase in prices of 100 per cent during the period covered, the figures indicate that Canada's exports were at least three times as great in 1923 as in 1900. Commercial activity that is increasing at any such rate certainly indicates something as to the buying power of the people engaged in it.

The striking thing about Canada, however, is the unusual opportunity it presents to gain an established footing at small expense in a market that in all human probability will grow as our own market has grown, to a size and importance that cannot be foretold. Canada

produced in 1922 close to 400,000,000 bushels of wheat, and Canada has nearly 300,000,000 acres of farm land that is still uncultivated. Canada's exports of lumber, pulpwood and paper amounted to \$229,000,000 in 1922, and the government estimates show that approximately 600,000,000 acres of forest remain uncut. More than 15,000,000 tons of coal were mined in 1922, and Canada has the largest coal deposits of any country except the United States.

The latest survey of Canada's water-power resources shows a maximum of 32,075,998 horsepower, of which 2,973,759 horsepower has already been developed. The Dominion is the world's principal producer of nickel, asbestos, and cobalt, and an important producer of gold, silver, copper, lead, zinc and a large number of the rarer metals; besides cement, clay, lime, stone, gypsum, and salt. The iron ranges extend northward from Minnesota to the borders of Quebec; natural gas is found in Ontario and Alberta, and there is every indication of the existence of oil fields.

These great natural resources, in a country that enjoys a stable and responsible government, present opportunities for industrial expansion





that are probably not equalled anywhere else in the world, and which are not likely to be long neglected. The greatest single factor in the development of the United States was the similar opportunity for the individual to win independence and elbow-room under a liberal government, and for investment capital to earn profits in the security of a basic industry. The world's demand for these products of basic necessity is incessant and ever increasing.

Canada has the greatest supply of them that is accessible and open to development under reasonable conditions. If there is anything in human experience and the logic of events, Canada will not long remain a nation of only nine million people. The Canadian market of tomorrow and the day after tomorrow is what the far-sighted sales executive should have in mind; a market, not of nine million individuals, but of twenty million, thirty million or fifty million.

#### **Future Market Is Great**

I don't know of any other commercial opportunity to equal it. I doubt if there is one in existence anywhere else today. For, bear in mind these important facts: Canada has a government as liberal as our own, and quite as settled and responsible. Transportation facilities are adequate and more than adequate today, to any demands that may be made upon them. There are nearly 40,000 miles of railways, almost wholly comprised in two great systems, with service and equipment that is modern and efficient. The St. Lawrence system of inland waterways affords an outlet from the head of Lake Superior to the Atlantic, 2,300 miles long. On the east coast there are the great trans-Atlantic ports of Montreal and Halifax, and on the west, Vancouver, Victoria and Prince Rupert.

The Canadian banking system is noted for elasticity, and its ability to adapt itself to the requirements of industry. There are fifteen chartered banks, operating on the branch system, with branches even in the remotest settlements. A total of 4,500 branches are maintained, about 200 of which are in other countries. Canada has the same monetary system as the United States, the same system of doing business, the same habits with regard to credit, practically the same

tastes and social customs, the same language, and an astonishing similarity in ideas.

All of which means that an investment in winning the Canadian market can be made profitable with little more difficulty than would be encountered in Pennsylvania, Minnesota or California. This has been demonstrated over and over again by those who have established branches and subsidiaries across the border. For example, approximately forty-five per cent of the \$52,000,000 invested in the manufacture of electrical goods in Canada is owned in the United States; thirty-six per cent of the \$50,000,000 invested in the manufacture of rubber goods; fifty-two per cent of the \$33,000,000 in drugs and chemicals; seventy-nine per cent of \$25,000,000 in proprietary medicines; sixty-nine per cent of \$24,000,000 in automobiles and accessories; fifty per cent of \$24,000,000 in paint and varnish, and so following.

A large proportion of this represents direct investments by United States concerns which are wise enough to appreciate not only the present importance of the Canadian market, but its enormous future probabilities. They are doing a highly profitable business in Canada today, and establishing a reputation in the minds of the Canadian people that will insure their position for the future. They are in the best possible position to do this, for instead of attacking the market from the outside, they are making definite investments in Canada, manufacturing their goods there, employing Canadian labour, and increasing the demand for labour which brings people into Canada and expands their own market. Many of them, too, are finding their Canadian subsidiaries a most favourable base from which to seek foreign trade, especially in other parts of the British Empire.

#### **Building Canadian Business**

In discussing so big a subject in such small compass, it is not possible to do more than touch briefly some of the high spots. I hope that enough has been said, however, to indicate that the Canadian market presents an opportunity that is worth a good deal of serious attention. It is my own personal opinion, based upon several years of more or less intimate contact with the market, that it is just about the

biggest business opportunity on this continent. You can discount the future possibilities entirely, if you like, and still have enough left to make an investment eminently worth while.

As to the practical details of procedure, it is possible of course to obtain scattered distribution in the cities and larger towns close to the border, without inaugurating a definite Canadian selling campaign. There is a considerable "overflow circulation" of United States newspapers and periodicals across the border, and it is easy to extend sales territories to include those parts of the Dominion that are easily reached from branch offices or the home office. It is true that a good deal of profitable business can be picked up in this way, but it is relatively about as impressive as trying to reach Connecticut, New Jersey and Pennsylvania with the overflow circulation of the New York daily newspapers, and occasional side trips by the New York sales force.

#### **Separate Advertising for Canada**

If one's object is to make a definite and lasting impression upon the Canadian market, on any broad and inclusive scale, it is necessary to conduct a separate Canadian selling campaign. Though in its main features this campaign may be identical with that conducted in the United States, it will differ in many details which may seem negligible, but which are in reality very important. Canada is a nation, not a mere extended territory of the United States, and the Canadian people have traditions and preferences and ideals which do not in all respects coincide with our own.

In large sections of Quebec, for example, it is necessary to use the French language in business transactions. Though English might be readily enough understood, French speaking salesmen, and advertising in French are positive requirements. A Canadian selling organization is practically a necessity, whether it is an organization of your own, or one of several efficient manufacturers' agents who maintain nation-wide representation.

In advertising, also, it is highly advisable to employ a Canadian agency that is thoroughly familiar with Canadian mediums, and can

*(Continued on page 1191)*

# ADVERTISING for THE BRITISH MARKET

THE LONDON PRESS EXCHANGE, LTD., have the honour to announce that they have been entrusted with the whole of the advertising of the H. J. HEINZ COMPANY'S products in Great Britain.

Among the other commodities and movements advertised by The London Press Exchange are:

Barclay's London Lager	Kruschen Salts
British Commercial Gas Association	Marconi's Wireless
Cadbury	National Milk Council
Daimler Hire	Nevill's Bread
Hooker's Malted Milk	Nottingham Lace
Imperial Tobacco Company	Scottish Tweeds
Kodak	Steinway
	United Dairies

American Sales Managers visiting England for the British Empire Exhibition and the Advertising Convention are cordially invited to take the opportunity of discussing marketing possibilities in Great Britain with an organisation that is equipped with rare completeness to advise upon and execute any sales or advertising campaign—however big, however small.

## THE LONDON PRESS EXCHANGE LTD

Agents for Advertisers

108-111 ST. MARTIN'S LANE, LONDON, W.C.2, ENGLAND

*Associated with The London Press Exchange are PUBLICITY ARTS, Ltd.  
OUTDOOR PUBLICITY, Ltd., INDUSTRIAL & EDUCATIONAL  
FILM COMPANY, Ltd., EDITORIAL SERVICES, Ltd.*

**The Illustrated SPORTING & DRAMATIC**

**GORDON'S DRY LONDON GIN**  
The best of its kind

**ROOPE**  
FINE JEWELRY

**Spinet**  
The SUPER CIGARETTE  
20 for 1/6

**DINNEFORD'S MAGNESIA.**

**THE ILLUSTRATED LONDON NEWS**

**LIBERTY CRETONNES**  
FROM 2/6 A YARD  
3 1/2" WIDE

THE MOST ARTISTIC DESIGNS & BEAUTIFUL COLOURS IN THE WORLD  
LIBERTY & CO. LONDON

**AVON**  
Beauty Card

**Tamborina**  
the Beautiful Tune for Beautiful Fingers

**la-rola**  
"WHAT DOES YOUR MIND SAY?"

**CONTRÉXEVILLE**  
SWITZERLAND

**ST. MORITZ**  
Engadine, SWITZERLAND

**HOTEL DU LOUVRE**  
All Modern Comfort Entirely Renovated

**THE LONDON & LANCASHIRE**  
ACCIDENT FIRE MARINE

**EVE**  
LADY'S PICTORIAL

**JAPSHAN**

**WIMBLEDON AND THE THEATRICAL GARDEN PARTY.**

**Sketch**

**GORDON'S DRY LONDON GIN**

**Spinet**  
The SUPER CIGARETTE  
20 for 1/6

**Apollinaris**  
Baby Polly  
3/- 602

**LONDON ELECTROTYPE AGENCY**

**THE SPHERE**  
JULY 16, 1923

**UNITED KINGDOM TEA COMPANY, LIMITED**  
1, PAUL STREET, LONDON, E.C.2

**DOCTOR'S CHINA TEA**

**BORWICK'S**  
BAKING POWDER

**P. & O. AND BRITISH INDIA**

**AUSTRALIA**  
ORIENT LINE

**555** **STATE EXPRESS CIGARETTES** **444**

**The TATLER**

**GORDON'S DRY LONDON GIN**

**Apollinaris**  
Baby Polly  
3/- 602

**DINNEFORD'S MAGNESIA**

**BOURNVILLE COCOA**  
"QUALITY FLAVOUR"



# THE BIG SIX

are the essential Six

in any carefully planned advertising campaign.  
Not one of them is superfluous.

Not one of them can be omitted if you desire to appeal to every shade of opinion and every section of taste among the well-to-do British public in Great Britain, her Dominions and Colonies.

Each one of these six first-class illustrated papers makes a definite appeal to a definite class of prosperous people.

Taken collectively the whole six appeal to every class. That is why each one of them is essential to the advertiser. He cannot afford to limit his appeal by omitting any one section of the buying public with money to spend on luxuries and comfort.

Perhaps the most important point is this :

The wealthy classes are not convinced that goods are of the quality they desire unless these goods are advertised in High Class weekly Illustrated papers. This is not a canvasser's catch-phrase but a well-proven fact.

Particulars of the rates and concessions to be obtained by advertising conjointly in the Big Six will gladly be furnished on application to:

6, GREAT NEW St.,  
LONDON——E.C.4  
Telephone: Holborn 501

*Naile Campbell*  
Advertisement Director.

**When you  
visit  
London,  
visit me—  
It will pay you**

**I** AM one of the few advertising men in London who give a **FULL** sales and advertising service, as it is understood by Americans—from the ground up.

Three Clients (manufacturers) say this :—

*"Your successful effort on our behalf has necessitated our moving into larger premises."*

*"Your ideas have been successful in curing what was our main difficulty last season."*

*"If your literature does not pull business, our goods are at fault."*



I have worked in the U.S. I know the American outlook on business. I am in sympathy with it. Further, I have a very wide knowledge and experience of advertising and sales development in Great Britain—and a considerable reputation.

**It will pay you to visit me. Or have me visit you in London. A consultation does not obligate you in any way.**

*I suggest you cut out this advertisement as a reminder.*

**Max Rittenberg**  
**33 Henrietta Street**  
**London.W.C.2**  
*Cable Address "RITTENQUIK, LONDON".*



© Underwood & Underwood, N. Y.

Market day in Cape Town, South Africa

## South Africa as a Customer and What She is Buying from U.S.A.

*By Afrikaner*

**T**HE Union, as it is now generally termed, consists of the four provinces of the Cape, Natal, Orange Free State and the Transvaal. These territorial divisions have a total area of over 473,000 square miles, of which the Cape claims 300,000, the Transvaal 110,450, Orange Free State 50,389, and Natal 35,284.

This immense territory is capable of supporting a far larger white population than it possesses today, but for economic reasons indiscriminate settlement by emigrants from overseas has been discouraged by legislation. In the Union there are 1,519,488 whites, consisting mainly of English and Dutch-speaking Afrikaners, nearly 5,000,000 natives, over 165,731 Asiatics and about 545,000 coloured people.

But although this white population is numerically small, it possesses a high average spending power—far higher, in fact, than the populations of many countries of Europe. Evidence of this is provided by a study of South Africa's imports. Upon the list there appear numerous articles coming under the heading of luxuries; they are steadily demanded in face of prohibitive tariffs.

Because of its preponderance of native and coloured population, South Africa has had no need to import labour, and therefore, broadly speaking, the average white worker commands a wage or salary which enables him to select his purchases from the pick of the market without of necessity having to study fractional costs.

Lest it should be imagined, however, that South Africa is a sort of modern Eldorado, it should be emphasised that in reality the Union is a land of sudden slumps and rapid recoveries, of violent industrial upheavals and of devastating droughts, so that chance and speculation are two factors it would be fatal to ignore in the preparation of any trade development scheme. Moreover, the condition of the Rand gold mining industry, liable to fluctuations which may have repercussions hundreds of miles from the scene of their origin, is a very reliable trade barometer to consult at frequent intervals.

#### South African Imports

Excluding the war years, which were quite abnormal and wholly unreliable for purposes of comparison, South Africa's import trade has continued at a satisfactory figure from the point of view of exporting manufacturing merchants, and this despite the increasing tendency to tighten up the screws of the tariff machine at the behest of the protectionist and home industries party. A working idea of the quantity and value of goods landed at Union ports over a given period may be gained from the following table:

	Tons	Value
1913 .....	2,391,000	£38,526,000
1919 .....	1,194,000	£46,015,000
1921 .....	1,317,000	£49,352,000
1922 .....	1,468,000	£46,329,000

Fluctuations are largely accounted for by price reductions in the march towards normal, by the fact that hitherto South Africa has been overstocked, and that sales have been influenced by the depression which followed prolonged labour trouble and a series of agricultural setbacks.

It is instructive to learn from official sources that coming within the list of South Africa's overseas purchases to a larger total following cost reductions, are hats, caps, etc., and boots and shoes of leather and rubber, in which latter department American and Canadian products predominate largely. These two countries in 1922 supplied South Africa with 200,000 pairs of rubber shoes out of a total of 383,000. One of the largest increases in imports was in timber, the value of which jumped in twelve months from £1,000,000 to £1,275,000. Very little timber or manufactured wood ware was supplied by the United States.

Plate and window glass, lead manufactures, nails, paints, tar, asphalt, cement and wall papers, have all been invoiced by Union importers in increasing quantities. The demand for building materials has been, and still is, on the whole, firm and good.

With regard to textiles, it is interesting to learn that "American manufacturers of certain classes of cotton piece goods have met with sufficient success to bring the American share of the total trade to more than seven per cent." In 1922 South Africa imported over £2,000,000 worth of linen and cotton goods, £200,000 worth of silk manufactures and £350,000 worth of wearing apparel. Food imports, especially tinned and canned varieties, appreciably increased in value, mainly on account of cut rates. So, also, did confectionery—by nearly fifty per cent. The demand for certain chemicals and acids used in the mining industry fell off considerably. This is attributed in the first place to interruptions caused by disputes along the Reef, and to the temporary closing of the diamond mines, and secondly to the weight of increased home production.

#### Value of Import Trade

An analysis of South Africa's import trade, together with an examination of the sources of origin of the goods comprising it, reveal that Great Britain claimed fifty-five per cent of the total, and that the United States took just over twelve per cent. In 1913, America's share was 9.52. South African orders placed in America during 1922 were worth £5,683,000. United States trade with the Union reached its highest level in 1920, when the financial return from the South African market was valued at £17,000,000. Since then, Germany has re-appeared as a competitor. Her exports in 1922 were nine per cent of the whole. This is, broadly, the same proportion as in 1913.

The following table gives some of the more important South African imports from the United States:

Mineral oil and gas.....	£1,300,000
Motor cars and cycles....	580,000
General machinery .....	446,000
Foodstuffs .....	365,000
Tyres .....	172,000
Silk hosiery .....	145,000
Electrical machinery ....	137,000
Agricultural implements..	116,000

SALES MANAGEMENT FOR JUNE, 1924

## "PRINTERS' INK'S"

London Correspondent  
since 1890

Tells how to sell in  
British Market.

**T**HOMAS RUSSELL, for 34 years London correspondent of *Printers' Ink*, says American goods sell easily in Britain if the market is handled rightly, but that serious mistakes are often made.

"For 23 years," he said, "I was with the most successful American selling agency—that of the late John Morgan Richards, who introduced Richmond Gem Cigarettes, Colgate's Soaps, Carter's Little Liver Pills, Le Page's Glue, and many other American specialties. When permitted to market and advertise goods on the lines dictated by experience, we always succeeded. Sometimes wrong methods were forced upon us and had to be abandoned after costly experiments.

"I should be sorry to see any American house make such mistakes. I have had so much kindness from Americans, here and in the United States, that I would do much to serve any American house."

In 1907, Thomas Russell resigned the post of Advertisement Manager to *The Times*, and the highest salary then paid, to establish his consulting practice. If you are entering the British market Thomas Russell can tell you what are your prospects of success, how to get going, and what it will cost: and his only interest is in making it profitable for you. He does not place contracts nor accept commissions.

Consulting Rooms:

Clun House, Surrey Street,  
London, W.C.2.



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AN Advertising Consultant—by achievement and repute—is a Specialist amongst Specialists.

We are Advertising Consultants.

If you contemplate introducing your products into the British market, we invite you to consult us.

We have been established since 1912, and it is our privilege to include amongst our clients many of the best known Advertisers in this country.

We are particularly interested in Motor, Engineering, Foodstuffs, Soft Goods, and have exceptional experience in and facilities for handling Outdoor Publicity.

You may rely upon our giving you an honest, frank and expert opinion.

## Kingsway Publicity Service

INSURANCE HOUSE

113, Kingsway, London, W.C.2  
ENGLAND

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The cotton market in India

## Openings for American Goods in India

By W. T. Day

Mr. Day is the London manager for "The Pioneer Press of India" and an expert on the Indian market. This is an introduction to several articles on one of the most fertile fields for our manufacturers

TO observe the Indian merchant in his place of business would generally give the stranger an entirely misleading impression. He may be sitting cross-legged in a tiny room in the bazaar looking perhaps soiled, and with not a single mark, appointment, or convenience, which is associated with the successful business man of the West, and yet one may be told that he is worth several hundred thousand of rupees. He may indeed be a direct importer with a large turnover. While a certain amount of business can be effected at long range, it may be taken as a principle that firms which are determined to investigate and exploit the Indian market must send representatives to study it on the spot.

India is Britain's best customer. That alone should be enough to set manufacturers in America thinking of the possibilities which await them for the successful marketing of their goods. Sixteen years ago I was asked if there was any scheme

in my mind through which the introduction of an American automobile to India could be made.

My reply at the time was, "There is an enormous market in India for American cars, but consider carefully your system of representation. Send out your own man to make a careful survey, and check up on his report by other reports from every conceivable source available. If you adopt this plan you will avoid and overcome some of the difficulties; but I venture to say you will, in three years' time, have a strong position in India." Today the firm in question has over forty different depots throughout that vast sub-continent.

Perhaps the most radical difference between the West and India is the conception of man's relationship to the world. The West affirms that life is important, that a man's daily avocation, his social activities, his ambition to improve his state, may, if rightly directed be very beneficial in the building up of character. The

teaching of the West is to live and enjoy life to its fullness, to delight in labour, and to expect to enjoy the fruits of labour. The West largely believes that man creates his own destiny except in so far as he is hampered for the action of hereditary environment and similar influences.

The Indian, on the other hand, is a fatalist. His religion does not encourage him to dominate his life but to escape from it. Life to him is an illusion, in fact a terrible illusion, not a reality, and to escape from it is the keynote of his religion. Owing to the circumstances in which he is placed the high-class Indian of today is born to one set of ideas and educated to another; is born to despise the material things of the world and educated to prize them. Is it any wonder there is ferment? We are told India is in a state of transition—it cannot be otherwise. How can it escape a state of ferment with two strong opposing mental forces striving for the mastery? There seems little doubt that the influence of the West will, to a larger degree in the future than it has done in the past, exert a modifying influence upon Indian thought and customs. If India is to progress it can hardly be otherwise.

#### Credit Conditions in India

Firms embarking on trade with India will probably be well advised to confine their operations to the large European and American importing houses. The purely Indian houses are, generally speaking, not considered sufficiently reliable. There is, of course, quite a large number of perfectly reliable Indian houses, but one must have some first-hand knowledge before giving credit. In days of prosperity, dealings with them should occasion no anxiety.

In times of insecure, elastic and falling prices, however, it is rather the reverse. Here, a merchant who fails to meet his bills may be considered dishonourable, but this is not the point of view taken by the average Indian. His attitude is different—with him the meeting of his obligations is more often a matter of convenience than a point of honour. "The Indian Importer and Exporter," a trade journal which is printed in English and the vernacular—is doing much to alter this state of affairs, and one often see copies

in the bazaars being carefully searched for new lines.

When one contemplates the 315,000,000 inhabitants of India and their purchasing power, small as it may be individually, one is led to speculate on the immense expansion which would result if the earning power of the masses were only slightly increased. At 15/16 rupees per head per annum—not an extravagant amount surely—this would give an increased purchasing power of nearly five million dollars per day. It is safe to say that wages are increasing rapidly in India and so in proportion is the purchasing capacity of the country.

In my opinion the American advertising agent is well qualified to furnish sound reports on conditions and to advise on marketing procedure in India. Some of the most successful lines in India today have been introduced by American advertising agents specializing in exports. They usually ask for suggestions from India regarding the media, copy, etc., but the whole campaign is handled from America. It is a mistake to allow the agent, sales or advertising, to look after the advertising on the spot. I will deal with this point in detail in another article.

(To be continued)

#### Are Sales Managers Blind to Canadian Opportunities?

(Continued from page 1184)

furnish Canadian copy. Many concerns imagine that because the language is the same, copy can simply be transferred from United States mediums. This is a common error, and sometimes a disastrous one. If the market is worth going after at all, it is worth doing right; and that means a genuine respect for the point of view of the people who are to be reached.

Finally, it is a big advantage, whenever possible, to manufacture goods for the Canadian market in Canada. Enterprises of this sort are welcomed, and there is a natural preference for goods that are "Made in Canada." The Canadian people are wise enough to know that outside capital helps to build up the prosperity of the country, just as it did in the United States, and their definite policy is to encourage legitimate enterprise to establish itself and share in the future growth of the nation.

SALES MANAGEMENT FOR JUNE, 1924

## British, Colonial and European Goods Distribution Ask Garratt

"He does that end RIGHT"

(In British Isles, Colonies and European Continent)

We are *business-builders* on the sale-making and goods-handling sides.

We *know* how to do that part of the work because we have been doing it for over thirty years—especially with reference to *Grocery and Drug Trade*, advertised *Proprietaries*—edible or medicinal—and general *Household Articles*.

We undertake for either Home or Foreign Manufacturers everything that belongs to sales and goods distribution, either Mail Order or Trade, on a commission basis.

We have thousands of open active accounts throughout the Wholesale and Retail Grocery and Drug Trades, regularly worked by a staff of competent travelling salesmen. We have also a name and reputation throughout those Trades that if *we* are handling a line it is going to be a winner—a valuable asset in itself on any new introduction.

Having our own foreign agents and export connections, we are handling distribution Agencies for the British Isles, the European Continent and the British Colonies, from our extensive, properly situated London Warehouse, packing, storing and despatching premises, and our provincial Distribution Depots.

Our remuneration is a commission on the trade done. We guarantee all payments, by ourselves taking all risk of credits.

Write for Our Service

**J. E. GARRATT**  
96, Southwark Street  
LONDON, S. E. 1

# Five Million Dollars

is what we  
owe and what  
we shall pay.

Why not spend  
some of it in  
developing your  
trade in the  
United King-  
dom?

You can't make  
a better, real  
sound invest-  
ment.

As to methods consult

## R. T. LANG

"Originator of Good Ideas"

## Sells Limited

168 Fleet Street  
London, E.C.4.

Telephone	Estd.	Telegrams
Central	over	Lang
7651	50	Sell
(5 lines)	Years	London



One of Dennison's attractive window displays

## How Dennison Increased British Sales 2,000 Per Cent

As told to a Dartnell representative

*By S. W. Levers*

Sales Manager, The Dennison Manufacturing Co.

THE Dennison Manufacturing Company started in 1912 to make a serious bid for business in Great Britain. They formed in December of that year the Dennison Manufacturing Co., Ltd., of London, and early the following year the selling organization began to operate.

The first year's sales were very satisfactory—but 1923 totals showed an increase of 2,000 per cent which ought to be considered satisfactory progress over a ten year period.

In 1913 the sales force consisted of three salesmen devoted respectively to the three principal sections of the Dennison business (a) jewelers' boxes, cases, etc., (b) dealer and stationery items, (c) consumer or large manufacturer.

In 1919 it was found necessary to move to larger quarters, at present 652 Kingsway, London, W.C.2. Here they have offices, and a retail store which features educational exhibits of Dennison items—there are more than 8,000 in the line. The sales force now consists of twenty-four men working under the direction of the London organization which is responsible for the marketing of Dennison goods not only in Great Britain but also in India,

Java, South Africa, Egypt, Holland, Belgium, France and Switzerland.

Dennison's pursue an interesting policy in picking salesmen. They do not look for men with a long experience in selling other lines of merchandise, nor do they hire salesmen from competitive houses. Experience has proved to them that better results are secured by taking on young men often with no selling experience at all; but fellows with energy and a keen desire to "get on." Their new salesman, immediately upon his initiation into the company, is given a training course for one month under the guidance of one of the assistant sales managers, A. H. Levers or H. S. Spurgeon. Next the salesman spends one week in the warehouse, and another week in the Kingsway showroom, to become familiar through personal contact with all the thousands of items. Next he serves an apprenticeship in the order department.

American methods are used in laying out sales territories. The country is divided into a number of sections and each salesman is allotted one section on whichever of the three divisions he is engaged. Each salesman is also assigned a number to facilitate the keeping of



daily, weekly and monthly sales records. These records are put to practical use by the sales manager and his assistants who can tell each day at a glance the total sales record for the week, month and year with a comparison for the previous year.

Men working in London and nearby points are called into conference once a week, and general sales conferences are held quarterly with an annual conference in December to discuss plans for the ensuing year and to introduce new goods, new ideas and the like.

Mr. S. Wilfred Levers and his assistant sales managers maintain a definite schedule of provincial tours and travel with the salesmen to check them up and to get direct reactions from customers on the merchandise and the merchandising policies.

#### How Salesmen Are Handled

Salesmen are employed on a salary basis, and after a certain period every salesman automatically becomes an employee industrial partner in the company, and at the end of a future probation period he may become what is called a managerial industrial partner with a voting as well as a participating interest in the company. This Dennison partnership scheme gives the salesman (and office employees, too) the benefit of participating share in the company as extra remuneration when the year's efforts have resulted in the earning of profits above the interest which capital is entitled to expect. The Dennison Company thinks that this plan through developing personal interest and increased confidence is to a large extent responsible for the fairly quick progress it has made.

The advertising department, under the direction of R. A. Moon, works very closely with Dennison customers. All of the general advertising in newspapers and magazines, for example, carries the slogan, "Ask your stationer for Dennison's" and the dealers appreciate the assistance. Stationers and other dealers are provided with window display material on all of the principal lines and free literature on arts and crafts work. Five carefully planned instruction books dealing with Dennison's arts and crafts are supplied to the dealer at a nominal cost for resale at sixpenny each.

## Costly Advertising which does not pay

It is one thing to plan an Advertising Campaign, but the vital point in your British Business is to secure at the Minimum Expense

## Distribution which will justify it

You must know your market or employ a firm who does, and whose Job is

### **SPECIALITY SELLING & SALES DEVELOPMENT**

We will undertake the development of your sales in this market and secure results. Several well-known proprietary lines have been established by us and dealers have every confidence in the goods we offer

### **We are only interested in results**

If you are visiting LONDON, fix an appointment to discuss a Selling and Advertising Policy which will pay, or write stating your products and requirements. We have every facility for Warehousing, Shipping and Accountancy

## **PENNEY & Co. Ltd.**

Speciality Salesmen and Distributors  
"Cavendish House," 20, Old Cavendish Street  
London, W.1

Telephone: 6651 Mayfair

And at Newcastle-on-Tyne

## Honest Service

**W**E do not claim or pretend to arrange distribution, but we do give our clients good honest advice in Advertising.

Our knowledge of media and the disposition of the different classes of spending public, and how to reach them, is second to none. Our designs and copy, and extensive printing facilities, are among the best obtainable.

Our fees are arranged according to the volume of work entailed in handling the account.

We are prepared to have our books inspected by clients so they may satisfy themselves of our strict honesty. Any concessions we obtain are automatically passed on.

If you are contemplating extending in the British Isles—write us for information. It will be given impartially and without charge.

We are open to handle any account which does not pertain to Hosiery (Wool and Art. Silk), Boots and Shoes, Soap, and Correspondence Schools.

## **STAYNES**

**PUBLICITY EXPERTS**

94, Great Portland Street, London, W.1

and Printing Works and Studios

41, Belvoir Street, Leicester

## Arthur Lambert Ltd. are the Specialists in House-to-House Distribution in the British Isles

They cover 5,362,000 houses by experienced staffs. Work from 40 centres simultaneously and supply lists of roads to be worked IN ADVANCE

They have distributed for great advertisers for 20 years

If you are coming over, ARTHUR LAMBERT will be delighted to meet you. If not, send for our complete list of all towns worked in U.K.

**Lambert House**  
**10-12 Ludgate Hill**  
**London, E. C. 4**

PHONES: { DAY : CENTRAL 3379  
NIGHT : FINCHLEY 205

### Sales Management

#### Circulation Growth

Paid A. B. C.

July, 1919 .....	4,100
July, 1920 .....	5,347
July, 1921 .....	5,587
July, 1922 .....	7,437
January, 1923 ....	8,955
February .....	9,471
March .....	9,780
April .....	10,223
May .....	10,931
June .....	11,140
July .....	10,986
August .....	11,415
September .....	11,545
October .....	11,763
November .....	10,974
December .....	12,112
January, 1924 ....	12,362
February .....	12,450
March .....	12,600
April .....	12,819

More than ninety per cent of the titled "Sales Management" subscribers hold the position of sales manager or higher

**Gross Circulation May Issue**  
**14,500 Copies**

Member A. B. C. and A. B. P.

## American Products That Should Go Well in England This Year

(Continued from page 1178)

as are most of our small residence floors in America. When the tenant takes possession, he is faced with the problem of covering rough boards, and if he uses rugs, he must use some sort of covering from the mop boards to the rug.

Incidentally, here is a tip for some American concern which makes roof tiling. The cottages in England, and even some of the good sized places, use a light shingle tile that is both inexpensive and attractive. It is a red brick in color, about the size and shape of an ordinary cedar shingle; it is turned at the top to permit lying flat, and usually nailed down to the roofing over a heavy building paper. I noticed these tiled roofs on houses several hundred years old. Being much less expensive than slate and giving a warm brick color to the roof instead of the dead grey of slate, or the heavy red of a fluted tile roof, such a roofing should have a ready sale in America if it could be advertised in the architectural publications.

### Some Facts About British Labour

Before leaving the building phase of British market opportunities, I want to use it to make what I think is an important point. Many American manufacturers have told me they have never tried to sell in England because of the lower labour costs, as compared with those in the United States. Don't be deceived about the low English labour costs. The rate per hour may be low, but that is often offset by the production per man. I had supper one Sunday evening at the home of an American sales manager in England who had just bought a house on Muswell Hill. He wanted to build a garage for his new Studebaker, so he had an architect draw plans. It was only a simple garage with a room over it for the chauffeur. The bids ranged from \$4,700 to \$5,600. He had thought he could build it for \$2,500.

He dropped the project, of course. Just for the fun of it he sent the plans to an architect friend in Chicago and asked him to get some bids. The highest bid was \$3,100—with bricklayers getting \$1.25 an hour against fifty cents an hour in London! What is the answer?

Simply, that labour in England is imbued with the idea that by doing as little work as possible more work is made for someone else. Bricklayers, for example, lay 300 bricks a day. They could lay 1,800 if they wanted to. However, this condition will soon pass because labour is beginning to learn that there is such a thing as killing the goose that lays the golden egg. A British advertising agent told me he had an order for 400,000 posters, and he was having them printed in Vienna at one-quarter the cost he could get them done in London. So don't let the seemingly low wages paid by British manufacturers keep you from going after British business.

### A Good Market for Food

There is also a very good market in the United Kingdom for all kinds of food products, especially food products that are identified to the consumer and advertised. Libby, McNeill & Libby do a very nice business in England with canned fruits. There is no reason why there should not be a big business developed there on canned soups, a low priced condensed or powdered milk, canned vegetables and other products of this class.

One of the reasons sometimes advanced by food product manufacturers for staying out of the British market is the strength of the cooperative stores. It is true they represent fifty per cent of the distribution in marketing a food product; but Quaker Oats have forced the cooperative societies to carry their product and any properly advertised food product can be put on the shelves of most co-op. shops, if the campaign is right. If you have a product which you wish to sell both through the independents and the co-ops., I would strongly urge getting the advice of some English advertising agent who is familiar with this channel of distribution.

There is also a wonderful opportunity for American growers to sell branded oranges, apples, grape fruit and other fruits in England. The idea of fruit for breakfast has not made much headway as yet, although there is a growing appreciation of its value. The English

particularly take their health seriously, and concern themselves about it. I feel very confident that if a concerted effort were made on the British public, in an endeavour to get them to eat an apple a day, or an orange for breakfast, that it would produce results in spite of the price handicap. Generally speaking, oranges and apples are about twice as much in London as in Chicago.

The coffee they make in England is notoriously bad. I have had only one really good cup since I came over. At the Cecil Hotel, where I stayed in London, I think they boiled it all night. Most English drink tea for breakfast, as well as on every other occasion. Sir Charles Higham recently went over to America to arrange for an extensive advertising campaign to encourage tea drinking there. One good turn deserves another. Why doesn't Arbuckle Bros. or some coffee roaster in America go over to England and put on a campaign to show the English how to make good coffee? I don't know anything about the duties, or the competitive conditions, but it does seem to me there is an opportunity for an advertising campaign of this kind for Yuban, Maxwell House, Manor House, or some other successfully advertised brand of coffee. But it would have to be entirely different advertising from what is used at home.

#### A Possible Underwear Market

There is very little advertised underwear, either for men or women, over here. I think there should be a good market for a medium weight union suit. While in London I needed some new underwear, and my wife tried all the likely stores in an endeavour to find a suit of Duofold underwear, which I buy at home. This is a union suit, with a medium weight wool body, lined with cotton. It gives you the warmth of wool without the discomfort of wool. But none of the stores had any. The next day I was talking to Colonel Hutchinson, one of the keenest advertising men I met in London, and he remarked that it was a pity some American underwear manufacturer did not come over to England and advertise union suits. He said that most people over here still wore two piece underwear and that whenever he had shown his friends the union suits he wore, particularly golfing



## The Salesman Who Thinks He Is Ambidexterous!

**A**MBITIOUS salesmen are hard to find—and harder to keep. They want to work and make money because they have an object in view. But many ambitious salesmen “flirt” with sidelines. Their natural enthusiasm makes them think they can carry on a “slight-of-hand” performance and get away with it. If the prospect won't buy your product, they try to sell him something else!

Keeping these men satisfied with their jobs is mainly a problem of making them see which side of their bread is buttered. Convince them that their best interest lies in doing one thing right—show them how they can **make and save** more money by selling your products exclusively than they can by handling sidelines or going into business for themselves and you will have better contented and more successful salesmen.

## “What a Salesman Should Know About Finance”

By J. C. ASPLEY

Author of “How to Sell Quality,” “Closing the Sale,” etc.

The eighth of a series of Standard Manuals for salesmen. The aim of this manual is to help salesmen to greater success by showing how other salesmen have saved money and then put it to work making more money for them. Discusses such phases of personal finance as budgeting income, life insurance, speculative investments, owning a home, playing with sidelines, making a will, etc. Prepared with the cooperation of several hundred sales managers who have been notably successful in managing their personal resources. Some of the chapters: How Many Salesmen Have Become Wealthy, How to Lay Out a Personal Budget, What to Do With the Money You Save, Should a Salesman Own His Home? Life Insurance for Salesmen, Why Every Salesman Should Make a Will, The Lure of the Sideline, Spending the Company's Money, Getting a Loan for a Customer, etc.

**\$1.10 on 10 Days' Approval**

**THE DARTNELL CORPORATION**

Publishers of “Sales Management”

1801 Leland Avenue

CHICAGO



friends, they had invariably changed over. I don't know whether the Englishman would pay the high price for underwear that we do in America, but a moderate priced garment should go well, if it is advertised. As things stand, there is plenty of underwear on the market but it is all cut from the same pattern, with no room for individual preferment. Consequently the manufacturers don't advertise. But even in this field there is a change taking place. I heard just a few days ago that a British manufacturer of woman's underwear was going to advertise direct to the consumer. It was a small campaign, amounting to not more than \$7,500 in all, but it was a start.

#### **Advertising Money Buys More**

This brings up another point. You get a much bigger run for your advertising dollar in Great Britain than you do in America. In the first place, there isn't the competition. In the second place advertising values are greater. "Punch," which was mentioned to me several times by agents as a wonderfully productive medium, has a rate of \$850 a page based on an issue of about 100,000 copies. But you actually receive several times that circulation, because copies of "Punch" are passed around among dozens of people. The habit of passing around magazines is more common over here than it is at home. In fact, I would say that the secondary circulation of "Punch" is possibly five times as great as the secondary circulation of the "Saturday Evening Post." Unfortunately, however, there is no magazine published in Great Britain that has the dealer influence which the "Post" enjoys.

A point of particular worth from the standpoint of the American manufacturer is the growing demand over here for motor cars and motor car equipment. The removal of the McKenna duties on motor cars, if it becomes operative and the labour ministry is not put out of office before August first, gives the American-made car a big price advantage, but it is interesting to note that there are comparatively few American-made cars to be seen on the streets. This is not entirely a result of the duty because Ford is assembling over here, and many others ship from Canada. The English favour a light two seater, unless

they have a chauffeur when, of course, the Rolls-Royce has first call.

I am not one who believes that there is going to be any deluge of American cars on the British market, should the tax come off. British manufacturers are fast getting on a big production basis, and can cut their prices to meet American competition if necessary. Furthermore, there are many technical difficulties confronting the owner of an American car here—just to mention one, the different thread used on screws and bolts. The American standard thread is a sharp V, whereas the British standard is cut with a rounded top and bottom.

On a London bus I heard a washerwoman and a carpenter discussing the effect of the Snowden budget and the lifting of the duty on motor cars. The washerwoman was greatly concerned about the poor men who were going to be thrown out of work in Coventry when the tax came off. But the carpenter, in his Cockney way, argued that it would mean more work for British workmen, since these American cars would have to be fixed every few weeks and that would mean work for mechanics. And they would have to have petrol and oil, which would mean work for someone, and they would require "fixing up" with all sorts of trimming.

#### **The British Automotive Market**

American cars have not been sufficiently advertised in England to have established themselves in the British mind. Some of the better informed may know of the comparative merits of American and British cars, but the average British buyer leans very strongly to a British made car, because he has been taught to believe they are superior.

But when the English buyer of a new motor car drives it home, there are any number of fittings needed, and here is the opportunity for the American manufacturer. There is going to be a large and growing market throughout the British Empire for motor meters, shock absorbers, bumpers, spot lights, chains, windshield wipers, stop lights, heaters, radiator compounds and all the other specialties that go to make the joys and economies of motoring complete.

Before closing I want to mention one other product which should sell

well over here, and for which I believe there will be a growing market. I refer to kitchen appliances and conveniences. There is an opportunity over here for a moderate priced, advertised kitchen cabinet. There is also a limited market for electrical household appliances. Hoover Suction Sweepers are doing very well in England, I am told. However, it should be borne in mind that household labour is not such a factor over here. Whereas the American housewife pays her maid \$20 a week, the English housewife thinks she is being terribly abused when she pays £60 a year, approximately one-quarter. But more and more English women are doing their own housework rather than put up with the demands of help.

Space will not permit my mentioning many other products, but if any subscriber will write me I will be very glad to tell him what I can about the opportunities for his product in England. Or if I cannot give him the information wanted I will put him in touch with someone who can. In either case, there is neither cost nor obligation. In July I will give you my observations on the possibilities for American products in Scotland. From Edinburgh I shall go to Holland to investigate the situation there. I will write of Holland in the August issue, which, by the way, will be our "World-Wide" number.

"Every Pillar-Box a Shop" is the slogan of the Daily Express in drawing attention to its mail-order advertisements. Whereas Sears, Roebuck & Company of Chicago have now six million customers and 125,000 orders by each day's post, in Great Britain the same class of business has developed comparatively slowly, and it is only in the past few months that it has made rapid strides. In England now, the famous shops have large and growing staffs, dealing with orders brought through newspaper advertising. A whole host of small firms and individuals have followed this lead. The London dailies have taken an important part in recruiting this new body of business people, and through their bargains by post pages which appear regularly, they have brought together buyers and sellers.

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# SELL TO BRITONS IN THE BRITISH WAY

*and with Advertising built by a British Firm*

Britain offers an ideal market for almost every class of American Goods.

There is no prejudice in Britain against American goods. On the contrary, they are high in popular esteem. But there are wide differences between American and British buying habits and merchandising practices.

These differences may prove a hopeless stumbling block to the advertiser who does not recognise and comprehend them. If a commodity is to be sold successfully in Britain, the selling must be done with complete understanding of the thoughts, customs and habits of the British people.

W. S. Crawford's is an Advertising Agency which possesses this understanding, coupled with a service that is second to none. Its ability to sell goods in Britain may be judged from the fact that amongst its clients are the follow-

YALE AND TOWNE MFG. CO.  
J. B. WILLIAMS CO.  
STATLER HOTELS  
MECCANO LTD.  
MARK CROSS  
SWAN FOUNTPENS  
LEA AND PERRIN'S SAUCE  
KAYSER HOSIERY  
ENO'S 'FRUIT SALT'  
CORONA TYPEWRITER CO.  
BUSH HOUSE  
AUTO-STROP SAFETY RAZORS  
BRITISH EMPIRE EXHIBITION  
ALADDIN INCANDESCENT LAMPS

*These firms are in the good company of an outstanding group of vigorous and successful British National Advertisers who also employ the House of Crawford to create their Advertising*

## W·S·CRAWFORD·LTD

233 HIGH HOLBORN, LONDON, ENGLAND

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# Talk to Britain through Britishers

THE BOND of a common language is often deceptive. It induces the man of one country to believe in his complete understanding of another country speaking the same tongue.

When this belief is acted upon in business and backed up by an extensive expenditure on advertising, the results are generally disappointing, and sometimes disastrous.

The safe course in advertising is to employ a local Service Agent of proven merit.

The services of Adams Publicity Ltd. of London are available for one or two American Advertisers seeking to enter the British market.

## A D A M S PUBLICITY LTD.

K. O. Fearon, and H. R. Markham

23 Sicilian Avenue, London, W.C.1.

Telephone: Museum 4901 (2 lines)

### *Adams Advertise*

Admiralty Serges	Ilford Plates and Papers
Barker Coachwork	Isotta Fraschini Cars
Bisto, the Gravy Maker	Italia House
Cerebos Salt	Silver King Golf Balls
Ensign Cameras	Trust Houses
Etc.	

*Associated with: Louis H. Frohman  
105 West Fortieth Street, New York*



